

Member Training and Development Strategy 2008/2009

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APPENDICES

A Specific Learning and Development Priorities 2008/2009

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1. Introduction

Rossendale Borough Council is committed to supporting the learning and development needs of all Councillors. It is essential to have well trained Councillors with relevant, up-to-date knowledge and skills in order to provide the best possible services for the people of Rossendale.

Member training and development opportunities enable Councillors to develop their potential and participate effectively in local government matters. Members value this provision and see it as an important part of their commitment to continuously improve the way they carry out their roles and responsibilities.

In recent years the Council has achieved the North West Charter for Elected Member Development and also the Investors in People standard. The Council is now seeking to achieve Level II of the North West Charter by 2009 in its commitment to providing continued learning and development opportunities.

Rossendale Borough Council has six corporate priorities:

- Delivering quality services to our customers
- Delivering regeneration across the Borough
- Keeping our Borough clean and green
- Promoting Rossendale as a cracking place to live and visit
- Improving health and well-being across the Borough
- Being a Well Managed Council

This Strategy will be a key mechanism to support the delivery of the Council's priorities. It will provide clear direction and motivate members in carrying out their role effectively.

The Member Training and Development Strategy for 2008/09 sets out clear guidance and direction for the development and support of members over the forthcoming year, and will ensure that member development continues to be embedded as a key element in the way the Council does its business.

The 2008/09 Strategy has been shaped by the training and development needs identified from members Personal Development Plans in 2007/2008.

It sets out:

- What areas members have identified as the main priorities to be addressed
- How these are being met and what support is available
- What benefit this will bring to Members, the Council overall and the residents of Rossendale

The Strategy will continue to be reviewed and evaluated annually so that any priorities identified are based on relevant and current needs, and in accordance with any new legislation or guidelines introduced.

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2. Aim

The overall aim of the Member Training and Development Strategy is:

- To ensure that all Members are fully supported in their learning and development so that they have the necessary skills to deliver the Council's priorities for the benefit of Rossendale.

3. Objectives

The objectives of the Strategy are to:

- Identify a framework for continuous development and improvement for Councillors.
- Provide clear guidelines and equal access to training and development opportunities.
- Ensure Councillors are informed of their roles and responsibilities and supported in achieving them.
- Support Councillors in fulfilling their role as community leaders.
- Inform Councillors of the training and development priorities for the previous year and how these were achieved.
- Inform Councillors of the training and development priorities for the coming year and how these will be achieved.
- Inform Councillors how the identified training and development priorities link to corporate priorities.
- Explain the purpose of Personal Development Plans and how they are used in developing the Annual Training and Development Programme.
- Identify the roles of Councillors, Officers and the Member Training and Development Working Group.
- Identify how best practice and best value will be achieved.
- Define how the Strategy will be reviewed and evaluated.
- Inform Councillors of the different types of delivery, training and the resources available to them.
- Identify any new developments and keep Councillors informed of them.

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4. Policy Statement

1. Every Councillor has the right to access learning and development opportunities that will provide him or her with the necessary knowledge and skills to be able to effectively perform their duties.
2. The process of identifying learning and development needs for Councillors will be multifaceted with clear links to the Council's priorities as expressed in strategic business plans; any legal requirements; reports from inspections and audits; those identified through the Personal Development Plan (PDP) process and by the Member Training and Development Working Group.
3. A formal assessment and analysis of the learning and development needs of Councillors through the PDP process should take place at least bi-annually and a programme of development opportunities drawn up to meet those identified needs.
4. An annual Member Training and Development Schedule and a quarterly Training and Development Programme will be produced to describe how the authority's Member Training and Development Strategy will be implemented and should identify priorities and objectives that will be continually reviewed throughout the year.
5. As part of their continuous professional development, all Councillors are encouraged to take part in learning activities on a regular basis. It is mandatory that a minimum of 5 development sessions per annum will be undertaken by each Councillor. This may include training which is a requirement in order for Councillors to carry out specific roles. Development activities may be identified as part of the personal development planning process where needs will be prioritised in line with the individual member's roles, and the Council's priorities and policies.

The Council is keen to support training and development within its overall budget for Member Training. Members are asked to have regard to the Specific Training and Development Priorities (Appendix A) when making an application for training and to consider carefully whether the course/seminar meets the Council's priorities for development, as well as the individual's own development needs.

Members are required to complete an application form for training (with the exception of training included in the Annual Training and Development Schedule). All applications will be considered by the Committee and Member Services Manager using the criteria set out in Appendix B in consultation with the Chair of Member Training and Development Working Group.

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5. The Member Training and Development Working Group

The Member Training and Development Working Group take the lead on developing the Strategy. The Working Group is also responsible for monitoring the Strategy's implementation, undertaking regular review and evaluation, and updating the Strategy.

Rossendale's Member Training and Development Working Group



Councillor
Brian Essex
(Chair)



Councillor
Peter Evans



Councillor
David Stansfield



Councillor
Trevor Unsworth



Councillor
Tom Aldred



Councillor
Ronald Alan
Neal

The Member Training and Development Working Group is responsible for:

- Producing an annual training and development schedule that reflects the priorities of Rossendale Borough Council and the objectives it is trying to achieve.
- Allocating training resources on the basis of identified need within an equal opportunities framework and monitoring the member training and development budget.
- Providing relevant training for Councillors as appropriate, for example, inductions, standards, overview and scrutiny, local government finance, etc.
- The delivery of creative and flexible learning solutions that address the needs identified in the Strategy.
- A consultancy service for all Councillors on training and development issues.
- Evaluating the effectiveness of training in relation to costs and benefits, the impact on performance, and monitoring the take-up of training opportunities.
- Monitoring and evaluating the Member Training and Development Strategy and the Quarterly Member Training and Development Programmes.

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6. Roles and Responsibilities

Whilst the Member Training and Development Working Group have responsibility for overseeing the Strategy and Training Programme, it is important that individual Members and Council Officers understand and undertake their own roles and responsibilities.

The Individual Member

All Elected Members of Rossendale Borough Council are responsible for actively engaging in training and development activities to enhance the delivery of services to customers and for their own personal development (undertaking a mandatory 5 development sessions per year). Members are also responsible for evaluating the effectiveness of training and development opportunities through completing an evaluation form and forwarding it to the Committee and Member Services Manager. This enables the Committee and Member Services Manager in consultation with the Member Development Working Group to identify whether the training has achieved the required objectives, and also captures what the main learning points were. It is Members' responsibility when undertaking individual development opportunities to forward any training material to the Committee and Member Services Manager for distribution to all Members of the Council so that learning can be shared.

Officers

The Officers of the Democratic Services Team will support the training and development of Councillors by:

- Ensuring all Councillors are aware of training and development opportunities by:
 - providing regular email updates on training opportunities
 - providing and circulating a quarterly Member Training and Development Programme offering both internal and external opportunities
 - circulating training materials from development sessions
 - promoting e-government and e-learning and informing members of new online training courses and materials
 - promoting the Members' Library and on loan training resources e.g. the Councillor Listening Series
- Providing Role Descriptions for Councillors.
- Undertaking Personal Development Plans and training needs assessments with all elected members on a bi-annual basis.
- Analysing training needs and using the results to review and evaluate the Member Training and Development Strategy and the Member Training and Development Programme.

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- Updating the Member Training and Development Strategy and the Member Training and Development Programme following review and evaluation.
- Co-ordinating, devising and delivering training in consultation with the Member Training and Development Working Group and in accordance with the Council's priorities and annual Member Training and Development Programme.
- Providing administrative support for all training including communication with Members and feedback to providers.
- Making training accessible to all and providing training updates where required.

7. Priorities

Review of Training and Development Priorities 2007/2008

In setting out the priorities for the coming year it is important to review to what extent the priorities for the previous year were achieved. The following table identifies the extent to which targets were achieved:

Priority 2007/2008	Update on Action Taken
Implement the recommendations of the North West Charter for Member Development Assessment Report: <ul style="list-style-type: none"> - Partnership working with other district authorities and the County Council; - Develop Member Mentors within the authority or with neighbouring authorities; - Achieve a balance between internal and external training, consider cost effectiveness, using local officers, generating new ideas, networking. 	<ul style="list-style-type: none"> - Training delivered in 2007/2008 included joint Licensing training with Burnley Borough Council. Equality and Diversity training was offered to all Pennine Lancashire Authorities and the County Council. All training delivered was offered as joint training with Whitworth Town Council. Bus tour with Lancashire County Council to identify services - Informal arrangements for Member Mentors within Groups was established, and this priority will be carried forward in 2008/2009. Mentoring has been undertaken with Councillors outside the authority. - A balance was achieved between internal and external training. Many training events were included as updates at the start of meetings, and officers invited to deliver the training.

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Priority 2007/2008	Update on Action Taken
To continue to strive for external recognition of Rossendale Borough Council as a leading authority for member development.	In June 2007, the Council was listed as a finalist in the national Municipal Journal (MJ) Awards. Promotion of Rossendale's Member Development has been raised at the North West Member Services Network. Information has been shared with a neighbouring authority on how to achieve the North West Charter. The Council's scrutiny arrangements for response groups have been recognised as best practice by the Centre for Public Scrutiny.
To continue to support Members in fulfilling their leadership role in the community and to implement the Community Leadership Action Plan.	Training was offered to support Councillors with Community Leadership through the Lancashire Leadership Programme. Officers from Democratic Services, the Chair of Overview and Scrutiny, and the Portfolio Holder for a Well Managed Council led the Lancashire Scrutiny Partners Forum on the topic of Community Leadership and Engagement in November 2007. On 27/06/07 Overview and Scrutiny training was delivered to equip Councillors with the skills to fulfil their leadership role in the community, and on 26/07/07 Sustainable Communities training was delivered.
Partnership working with Whitworth Town Council and to provide the Town Council with the annual Learning and Development Schedule and quarterly Member Learning and Development programme together with extending invitations to training events.	All training provided through Rossendale Borough Council has been offered to Whitworth Town Councillors. The Annual Learning and Development Schedule and the quarterly Member Learning and Development Programme kept Whitworth Town Councillors informed of events. In addition to this they were kept informed of venues, dates and times of training events.

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Priority 2007/2008	Update on Action Taken
Mandatory training for newly Elected Members serving on the Development Control and Licensing Committees.	Mandatory training for Development Control Committee Members was delivered on 15/05/07 and Licensing on 21/05/07. Ethical Governance: Probity in Planning was delivered on 28/02/08 to Development Control Committee Members and substitutes, and Gambling Act training was delivered to the Licensing Committee and substitutes on 13/06/07. In addition, officer led briefing sessions prior to major applications, for example, on issues relating to retail applications and Section 106 Agreements were delivered.
Training on the new Code of Conduct.	Training was delivered on the new Code of Conduct on 19/06/07. An update session was delivered prior to Full Council on 07/11/07, this was a DVD by the Standards Board. In addition to these, an Ethical Governance session was delivered on 28/02/08 which touched on the new Code of Conduct as well as Probity in Planning. Specific training sessions have been held with Whitworth Town Councillors prior to their Council meeting.
Development of Neighbourhood Forums and modernising the role of Full Council.	Neighbourhood Forum arrangements were reviewed by Cabinet in June 2007. Grants have been offered to Forums in 2007/08 encouraging public participation in Forum Meetings. Improved posters and streamlined agendas have been introduced. Topics specific to the Neighbourhoods have been included on agendas. Council now includes Members' Question Time to support Members' in holding, for example, Cabinet members to account. An options paper to further modernise the role of Full Council will be presented to Council in 2008/09.

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Priority 2007/2008	Update on Action Taken
The continuation of the development of information technology skills to continue to increase the use of e-mail and electronic communication and the use of the Council website and Intranet.	Drop-in IT training sessions were offered every Wednesday at the One Stop Shop, to show Councillors how to use Blackberrys and Laptops more effectively. Outlook training was delivered to Councillors to help with the use of email: sending, receiving, opening attachments, etc. The Modern Councillor online learning resources were promoted through email correspondence and the Members' Bulletin.
Engaging with young people through a programme of events during Local Democracy Week.	A programme of events was delivered during Local Democracy Week including the first meeting of the Youth Cabinet, school visits to the Council Chamber and the mini mayor competition.

In addition to the achievements of the priorities for 2007/2008, 100% of all Councillors undertook Personal Development Plans to identify their development needs for the coming year. Furthermore, specific learning needs that were identified in 2007/08 have been addressed either in the Annual Training Schedule, through members' attendance on individual training courses and through innovative ways of learning such as e-learning, mentoring and visits to other authorities.

Priorities for 2008/2009

A training needs analysis has been undertaken from information gathered throughout the PDP process. Appendix A sets out the specific training and development priorities and these will be targeted for achievement through the following mechanisms:

- The annual training schedule which is open to all members
- Individual training opportunities
- Visits to other authorities
- Toolkits
- E-Learning
- Networking opportunities
- The Councillor Listening Series which are a set of CD's on topics such as Charing Meetings and Overview and Scrutiny

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In addition to this the Member Development Working Group have identified the following general priorities for the period 2008/2009:

- To strive for Level II of the North West Charter by implementing an action plan for achievement.
- To continue to implement the recommendations of the North West Charter for Member Development Assessment Report:
 - Partnership working with other District Authorities and the County Council;
 - Develop Member Mentors within the authority or with neighbouring authorities;
 - Achieve a balance between internal and external training, consider cost effectiveness, using local officers, generating new ideas, networking.
- To continue to strive for external recognition of Rossendale Borough Council as a leading authority for member development.
- To develop mechanisms for sharing learning amongst members and officers through service open days.
- To ensure that Members are aware of the Rossendale Profile in terms of the area's economic, social and environmental conditions and they have an awareness of local "well-being".
- To continue to support Members in fulfilling their leadership role in the community.
- Partnership working with Whitworth Town Council and to provide the Town Council with the Annual Training and Development Schedule and quarterly Member Learning and Development programme together with extending invitations to training events.
- To hold joint a joint induction session with the County Council.
- Mandatory training for Elected Members serving on regulatory committees such as the Development Control and Licensing Committees.
- All Members to undertake a mandatory number of 5 development sessions per year.
- Developing the role of full Council to support members in their Community Leadership Role.

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- Encourage the use of information technology and develop skills to enable Councillors to e-mail, use electronic communication, be able to open attachments, print documents and reports and use of the Council website.
- Encourage use of the learning websites as an additional tool for member developing for example:
 - North West Member Development Gateway
 - Modern Councillor
 - Improvement and Development Agency (IDeA) Toolkits
 - Member Development Communities of Practice (IDeA Website)
- Engaging with young people and encouraging them to participate in democracy activities including participating in events during Local Democracy Week.
- Encourage use of the Councillor Listening Series as a learning tool for members, which includes the following subjects:
 - Making a speech
 - Skills of chairing meetings
 - Skills of coping with a range of aggressive and hostile situations
 - Series of Overview and Scrutiny CD's
 - How to be an effective Chair of Scrutiny
 - Understanding Scrutiny
 - Improving your scrutiny skills
- Pre Candidate session and information pack for people considering standing for Election on the Council
- Continue to provide a comprehensive Induction Programme including Welcome Pack
- Programme of Ward Walks

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How have these been identified?

As a result of the PDP process undertaken in 2007/2008, a Training Needs Analysis has been prepared (Appendix A) which identifies a number of specific training and development priorities. These priorities form the basis for the Annual Training and Development Schedule 2008/2009 and Member Training and Development Programme which is closely linked to the Council's priorities. In addition to this, a number of priorities have been put forward by the Member Development Working Group during 2007/08.

The Rossendale Borough Council and Whitworth Town Council Charter identified the requirement to work closer together on development opportunities.

The Locality Plan approved by the Cabinet in December 2007 sets out the Council's commitment to closer working with the County Council and there is a specific action within the Plan relating to member development and joint working.

In 2009 Rossendale Borough Council aims to achieve Level II of the North West Charter. This has helped shape the training process and has placed more emphasis on the possibility of joint training ventures and partnership working.

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8. Target setting for 2008/09

It is important that Rossendale leads on member development and target setting is new to 2008/09. A key role for the Member Training and Development Working Group will be to monitor the targets.

Measure	Achieved in 2007/08	Target for 2008/09	Measured By
% of Personal Development Plans in undertaken	100%	100%	PDP records
% of Members participating in 5 training sessions per year	86%	100%	Training Attendance Records Individual Member Training Plans
% of Members using e-learning	No baseline	40%	Usage reports from Modern Councillors Training and Development Survey
% of Joint Training with other authorities	29%	40%	Number of joint training sessions held
% of new Members having One to One meetings with Monitoring Officer	Benchmarking data required for 2008/09	100%	Number of meetings held
% of Members using either laptop/blackberry or both	94%	95%	Equipment Register Training and Development Survey
% of Member enquiries responded to in 10 working days	87%	90%	Member Enquiry System
% of members using the Members Library	Benchmarking data required for 2008/09	70%	Training and Development Survey
% of members networking with other authorities/sharing learning	Benchmarking data required for 2008/09	70%	Training and Development Survey

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9. Implementation Plan 2008/2009

Following approval of the Strategy an Implementation Plan will be developed which identifies how the objectives and priorities for the current year will be addressed and how success will be measured.

The actions within the plan will be monitored closely by the Member Training and Development Working Group and will be informed by a number of sources including:

- Objectives outlined earlier in this Strategy
- Continuation of actions from last year
- Actions set out in the Council's Corporate Plan
- Common themes emerging from members' Personal Development Plans (PDPs)
- The Community Leadership Policy Statement and Action Plan
- The recommendations from the verification visit for the North West Charter for Member Development.
- The actions from the Locality Plan

The Implementation Plan itself will be a 'living document' in that it will be updated regularly by the Member Training and Development Working Group as priorities change and progress is made towards achieving any actions listed.

10. Best Practice/ Best Value

There are many reasons for the Council to celebrate in terms of the strengthened approach to member support and this has resulted in Rossendale being recognised as a leading authority for Member Training and Development. Our successes include:

- ◆ Achievement of the North West Charter for Member Development
- ◆ Finalist in the Municipal Journal Councillor Development Achievement of the Year Award 2007.
- ◆ A Member taking part as an assessor of another Authority who was applying for the North West Charter
- ◆ A re-vamped layout of the Members' Bulletin including regular information on training and development
- ◆ Improved layout and information for Councillor Surgery press advertisements
- ◆ Production of the "Know Your Councillor Guide" circulated to households in the Borough.

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- ◆ Ward Map poster highlighting contact details of Councillors
- ◆ Provision of Blackberrys to Members
- ◆ Provision of laptops to Members
- ◆ Training sessions on how to use Blackberrys and laptops.
- ◆ A handbook to support the newly elected Mayor and Deputy Mayor.
- ◆ Individual training records for every Member
- ◆ An Annual Training and Development Schedule for 2008/09, featuring events tailored to meet specific identified development needs
- ◆ 100% Personal Development Plans in place for Members
- ◆ Improved Member Induction packs
- ◆ Members' Library now includes training resources such as CD's and toolkits, in addition to materials from previous training sessions where any of the elected members were unable to attend.
- ◆ Participation in the Lancashire Leadership programme
- ◆ Participation in the Improvement and Development Agency (IDeA) Mentoring Programme
- ◆ Publication of a quarterly Member Development Programme identifying a wide range of training and development opportunities
- ◆ Successful induction of new and returned members following 1st May 2008 local elections

Rossendale Borough Council is constantly looking for ways to share best practice with other authorities and also learn from other authorities. To achieve sharing of best practice it is essential to form partnerships with other organisations.

Working together in partnership by networking or facilitating joint training events not only promotes the sharing of best practice but also resources and costs. By working in partnership the cost of training can be reduced, which ensures best value for money.

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Successes in sharing best practice in member training and development include:

- Leading the Lancashire Scrutiny Partners Forum in November 2007 where the key theme was Community Engagement. A presentation and workshop session with case studies was delivered to share information on community leadership and engagement in the scrutiny process.
- Partnership working with other local authorities to deliver training, including:
 - Joint Licensing training with Burnley Borough Council
 - Joint Equality and Diversity training offered to all Pennine Lancashire Districts and the County Council
 - Offering all training run through Rossendale Borough Council to Whitworth Town Councillors
 - Bus tour with Lancashire County Council to look at services provided by the County Council
 - Lancashire Scrutiny Partners Forum training on the White Paper
 - Standards Conference
- Attending networking events including:
 - North West Together We Can - Learning Exchange
 - Lancashire Scrutiny Partners Forum
 - North West Employers Workshops
 - Member Development Network
 - Chairs of Overview and Scrutiny Network
- Joint work on scrutiny reviews including:
 - Extra Care Housing in Lancashire (with the County Council and Districts)
 - Council Tax on Second Homes (with the County council and Districts)
 - County ring and Ride Service (with the County Council)
 - Road Safety (with the County Council)
 - Bus Shelters (with the County Council)
- Recognition by the Centre for Public Scrutiny when we established the innovative scrutiny response groups to consultations, together with a visit by the County Council to come and see how we had set up the Groups.

A budget of £8,500 has been allocated for member training and development for 2008/2009. Responsibility for the budget rests with the Committee and Member Services Manager in consultation with the Member Development Working Group, who will review the expenditure each quarter.

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In addition to reviewing expenditure, best value will also be reviewed when looking to secure future training events. When booking training providers to deliver member training, officers will look to obtain quotes and secure training from the provider who can deliver the best value for money. A database of providers will be built up for sourcing training, this will consist of specialist consultants and training providers such as the Improvement and Development Agency (IDeA), Local Futures, North West Employers Organisation (NWEO), Institute of Local Government (INLOGOV) and the Audit Commission, etc.

11. Review and Evaluation

Improving external recognition of Rossendale as a leading authority for Member Development is a key objective of the Strategy. Success will be measured by the targets set out within the Strategy, achievement of the implementation plan, benchmarking with other local authorities where possible and through recognition by our peers, such as being a finalist for Councillor Development at the Municipal Journal Awards in June 2007 and the achievement of the North West Charter for Member Development in October 2006. Our aim is to maintain this Charter and to strive for being reviewed against the exemplar Level II standards when the Council is re-assessed in 2009.

The Member Training and Development Working Group has the responsibility for reviewing the Member Training and Development Strategy as well as monitoring support and development for Councillors. It will review the Strategy and Annual Training and Development Schedule every 12 months. The Working Group will continue to assess the extent to which the training requested has been delivered, as well as continuing to provide and develop training for Councillors.

New for 2008/09 will be the introduction of a pilot arrangement for a three stage evaluation process which will help assess:

1. What specific requirements need to be covered as part of the training (by asking Members completing a pre-course questionnaire)
2. How effective the training has been (measured by the evaluation form completed)
3. The impact of training and development on the individual Councillor and how they are implementing the training received (by asking Members to complete a post-course questionnaire within one month of attending the training)

This review process is important as part of the North West Charter assessment and will help shape future strategies and Member Training and Development Programmes. It will be trialled on a pilot basis and monitored by the Member Development Working Group.

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The following “you said – we did” has helped us shape the Strategy for 2008/09.

You said we did...

You said - you would like to see more interactive training methods being used. In June/July 2007 the following feedback was received as part of the evaluation of training process:

“Could have done with much more discussion and participation”

“Could have used workshop methods and /or discussing scenarios”

“We could have done with more member input”

“Not enough interaction with the audience”

Following this feedback further training tried to incorporate more interactive/participative training methods. For example, to deliver Equality and Diversity Training a theatre company was engaged to act out scenarios and get the audience to participate when they thought inappropriate behaviour was being displayed. This resulted in the following feedback:

“Theatre adds a rich dimension to learning”

“Good and informative”

“Imaginative”

“Very informative, well presented and acted out”

You said – that some training would be better delivered in-house:

“Felt this could have been better done in-house – speaker had poor diction and was not too fluent – no proper introductions” (Code of Conduct)

Following this feedback training was delivered by the Monitoring Officer and also using a DVD to brief Members prior to a Full Council Meeting.

You said you wanted to have mentoring arrangements with other authorities:

“Would be useful to have a peer mentor from another Council to share some ideas”

Following this feedback mentoring arrangements were set up through the Improvement and Development Agency (IDeA)

You said you wanted Whitworth Town Council to be invited to training sessions:

“Now that we have the Charter with Whitworth, Town Councillors should be able to participate in training sessions that we run”.

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Following this feedback Whitworth Town Councillors were invited to participate in training. Specific training was also delivered to the Council on the Code of Conduct.

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12. Resources and Delivery

There are a number of resources that help deliver support for member training and development:

The Annual Member Training and Development Schedule 2008/09

The Council provides an annual schedule of training and development events, which aims to meet key priorities for development. The schedule comprises of a mixture of service related development themes and events designed to improve specific skills for Councillors. These key events will be delivered locally within the Council and are facilitated by both Council Officers and external training providers.

Sessions within the Annual Learning and Development Schedule are normally open to all Councillors, Whitworth Town Councillors and County Councillors. Training sessions relating to Standards and Governance matters will be offered to the Independent Members of the Standards Committee. Scrutiny training sessions will be offered to Co-Opted Members serving on the Scrutiny Committees.

The Annual Member Training and Development Schedule is agreed by the Member Training and Development Working Group. E-mail alerts are provided to remind Members of scheduled events.

The Quarterly Member Training and Development Programme

This document contains details of the wide range of facilities and materials available to meet the main priorities identified. The programme comprises of a compendium of development opportunities, ranging from internal key events, to external courses and conferences, and aids to self-development such as books, CDs and DVDs. The following lists the types of development tools available:

- ◆ workshops
- ◆ information briefings
- ◆ one-to-one training
- ◆ e-learning packages
- ◆ conferences
- ◆ visits to other authorities and organisations
- ◆ activities
- ◆ mentoring and shadowing colleagues or officers
- ◆ site visits
- ◆ key events in the Training and Development Schedule
- ◆ external courses
- ◆ periodicals, books, videos, DVDs, CD ROM
- ◆ internal courses
- ◆ examples of best practice/partnership working

The programme is agreed by the Member Training Development Working Group and is issued each quarter.

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Delivery - the training and development provided will try to accommodate the different learning styles of Councillors by offering different methods of delivery. For example,

- Lectures
- Presentations
- Debates
- Question and answer
- Group work
- Case studies
- Role play
- Practicals
- Observations

Information on the learning styles preferred by Councillors will be obtained through the personal development planning process where members will be asked to complete a learning style questionnaire. Results will inform how future training is best delivered for the majority of members, but a mixture of methods will be preferred to ensure that training sessions are productive for all members attending.

13. New Developments

To achieve a well informed and effective body of elected members capable of making decisions that reflect the interests of the people of Rossendale, it is important to constantly review and update documents and procedures.

Some of the developments for the coming year:

- Personal Development Plans will be updated to capture how well members play a lead in the community and engage with their ward constituents.
- More focus will be given to promoting on-line learning through the Modern Councillor learning resources.
- The Members' Bulletin will continue to be developed and utilised in promoting more courses, events and training opportunities available to elected members.
- Training updates will be provided for regulatory committee members to keep them up to date with policy changes.

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14. Committee and Member Services Support Team

The Committee and Member Services Manager and the Committee and Member Services Officer should be your first port of call regarding Member Training and Development enquiries, although any of the Committee and Member Services team will be happy to help you with any queries or development needs that you have. They are:

Heather Moore

Committee and Member Services Manager

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Civic Services Officer/Leader's PA

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The Council's Head of Customer Services and ICT provides support for Members Information, Communication, Technology (ICT) e.g. provision of laptops and blackberrys.

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