

Appendix 1

BRIDGEND COUNTY BOROUGH COUNCIL

**ELECTED MEMBER
LEARNING & DEVELOPMENT
STRATEGY**

2017-2022

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Introduction

Elected Members today face increasing challenges. Under the modernisation agenda, there are heightened expectations on them to undertake a diversity of roles ranging from that of community leader to assuming additional responsibilities within their Council. Throughout Wales, Authorities are striving to provide the best possible support for their Members to enable them to meet these challenges. This takes the form of skills and knowledge development, support facilities, and support services.

Increasing attention has been given to Elected Member Development. The Local Government (Wales) Measure 2011 directed that local authorities place more emphasis on Member Development. This supports the aims of the Wales Charter for Member Support and Development which was created to give structure and impetus to the growing body of support services for Elected Members within Welsh Local Government. The Charter has been developed collaboratively by the Welsh Local Government Association (WLGA), Members and Member Support Officers. It aims to provide a broad framework for local planning, self assessment, action and review. This can be enhanced by working together with relevant networks by comparison with other Authorities and in sharing good and innovative practice.

Bridgend County Borough Council aims to achieve entry level Charter Status in 2018. The Local Government (Wales) Measure 2011 and the Charter will provide focus and guidance for future work. The needs of Members in this Authority are of paramount importance.

The Elected Member Learning and Development Strategy sets out the development priorities for the induction of newly Elected Members, the identification of their development needs and the subsequent delivery of development activities.

The strategy will assist in equipping all Members with the necessary skills and knowledge to meet future challenges.

Expectations of the Elected Member Learning and Development Strategy

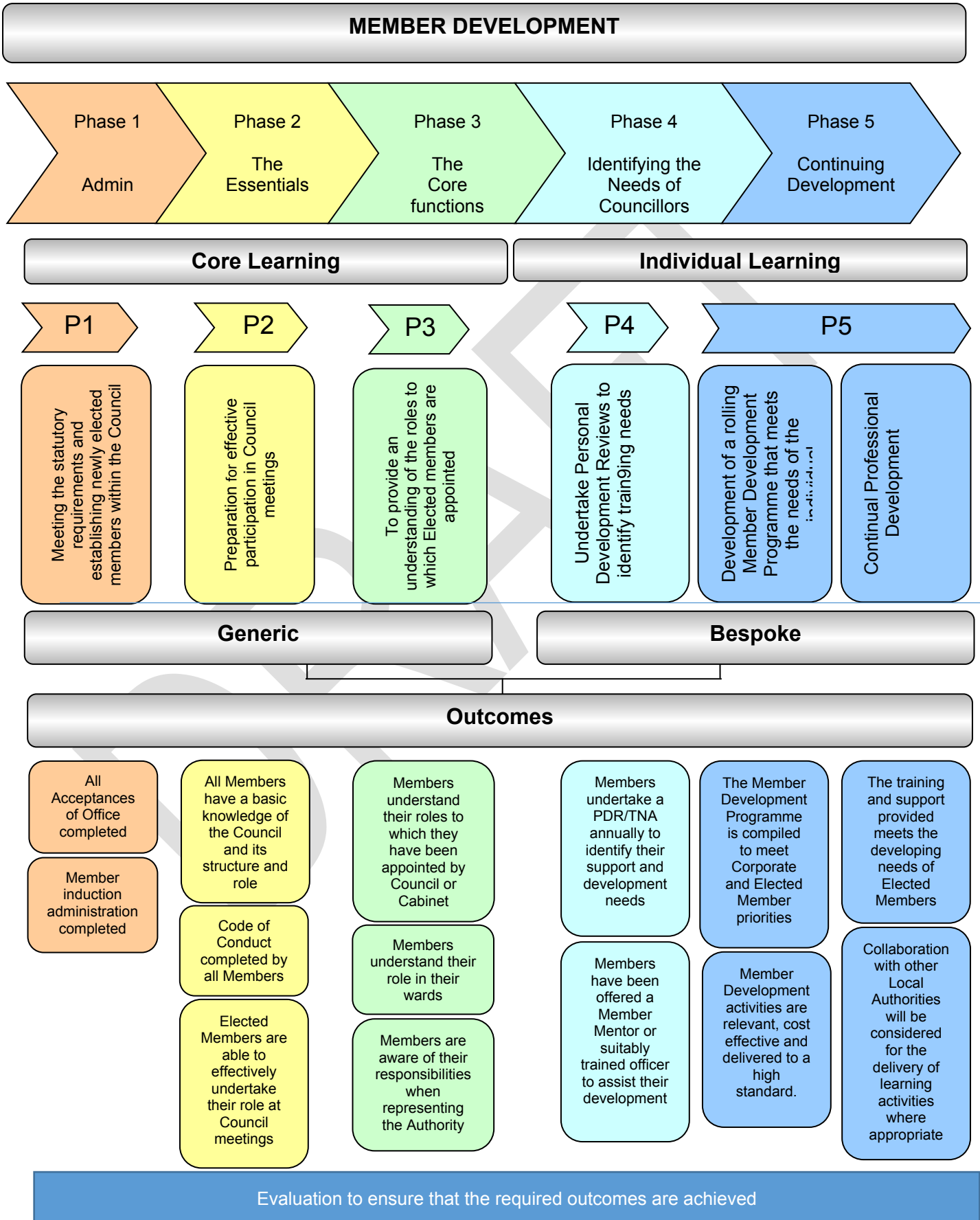
Elected Members are an integral part of ensuring that the strategic aims and objectives of the Council are met and that high quality cost effective services are delivered to the residents of the County Borough of Bridgend.

The Council is working to support the development of all of its Elected Members and to ensure that they are able meet the demands of their roles. Bridgend County Borough Council is therefore committed to ensuring that:

- There is a planned and structured approach to Elected Member learning and development.
- Elected Members have access to appropriate learning and development activities to enable them to acquire the knowledge and skills required to be an effective Elected Member.
- Learning and development, wherever possible, is linked to the roles of Elected Members.
- Access to learning and development activities is equitable.
- Members are encouraged to identify their own development needs and participate fully in learning and development activities.
- All Members will have access to a Personal Development Review (PDR) process that identifies learning and development needs with any additional support that may be required.
- The Member Development Programme will be produced and updated on a regular basis in order to support the Council's strategic plans, the roles and functions of Members and key changes affecting the Council's priorities.
- Member learning and development activity is adequately resourced within available budgets.
- It is the intention of BCBC to gain the Welsh Local Government Association (WLGA) Charter for Member Support and Development.

A Phased Approach

A systematic induction programme will be provided for all newly Elected Members. The initial induction and subsequent Member Development Programme will be delivered as part of the following phased approach:



Roles and Responsibilities for Elected Member Learning and Development

Head of Democratic Services

The role of the Head of Democratic Services is to produce and monitor the Member Development Programme, to collate any identified learning and development needs, and to subsequently use these to inform and plan the on-going Member Development Programme.

Democratic Services Committee

The Democratic Services Committee will provide direction to the Head of Democratic Services in respect of the development and support requirements of Elected Members. This will include the priorities for learning and development and appropriate use of the Member Development budget.

The Committee will categorise development activities, identify the relevant participants to attend events and those topics which could be delivered on a tiered basis.

To assist elected members prioritise which topics are needed to be attended, the Democratic Services Committee will categorise member development topics during the development of the Member Development programme as follows:

Essential	Those training topics for quasi-judicial functions and those which are key to an elected member's role e.g. Corporate Parenting, Data Protection and Safeguarding.
Recommended	This category may include topics such as Risk Management and Scrutiny Questioning Skills which although are very informative and support a councillor's role will are not essential.
Optional	This category identifies topics that may be useful to some councillors but these are not a priority and could be considered as interesting and useful rather than supporting a councillors role or considered as essential.

These categories can be prescribed by the Democratic Services Committee to all members for some topics or to target a specific group of councillors i.e. all scrutiny members or all of the Appeals Panel.

The Democratic Services Committee will also consider benefits could be achieved by providing tiered level of training rather than provide at a single level event. This would enable one level for those elected members with existing skills, knowledge or abilities and for a more detailed introduction for those members who were new to the topic.

For those topics which have been arranged at short notice and the Democratic Services Committee is unable to categorise the topic, it is proposed that the Chairperson of the Democratic Services Committee in liaison with Head of Democratic Services categorise the topics as necessary.

Political Leaders

The role of political leaders from all groups is to pledge commitment to learning and development for Elected Members and to actively support and promote the Member Learning and Development Strategy.

Directorates and Departments

Directorates and Departments are responsible for identifying and delivering service specific learning and development in co-ordination with the Head of Democratic Services and the Democratic Services Committee

Individual Members

Individual Members are responsible for:

- identifying their own development needs;
- seeking opportunities to improve their effectiveness and increase their potential;
- attending arranged learning and development activities;
- sharing their knowledge and skills with their peers;
- reviewing their learning and development activities;
- applying the knowledge and skills developed through the activities; and for
- completing their Personal Development Reviews

Co-ordination

The day-to-day co-ordination of learning and development activities will be the responsibility of the Head of Democratic Services and the Democratic Services Team in liaison with Organisational Development.

Details of each phase of the strategy are as follows:

Phase 1 - Administration

To establish the newly Elected Members within the Council and will include:

- Fulfilling their statutory requirements regarding their Acceptance of Office and completing their Declaration of Personal Interests,
- Creation of ICT accounts and provision of ICT equipment.
- The provision of personal information in order to set up remuneration payments, web pages and enable officers to carry out other necessary administrative functions.
- A briefing of the facilities available to Elected Members within the Authority
- The taking of official photographs for use on the BCBC website and ID cards

Phase 2 – The Essentials

To provide Elected Members with sufficient knowledge to prepare them to undertake their initial role in the support of Council business. This phase may include briefings on the following topics from key officers:

The Chief Executive:

- Overview of the Council its services and structures

Corporate Directors:

- Directorate Service Provision – challenges and achievements

The Monitoring Officer:

- Introduction to Local Government
- Constitution and meeting procedures
- Code of Conduct

Head of Democratic Services

- Roles of and appointment to committees
- The electronic systems within the Council suite

Phase 3 – The Core Functions

To provide Elected Members with the knowledge and skills to enable them to undertake their core functions as Elected Members. It is intended to provide a sound basis for decision making which is required by councillors to carry out their role effectively.

- Audit Committee
- Development Control Committee
- Overview and Scrutiny Committees
- Democratic Services Committee
- Licensing Committee
- Appeals Panel
- Chairing Skills
- Questioning Skills
- Corporate Parenting
- Safeguarding
- Member Referrals
- Ward and Casework
- Delegated Powers

Phase 4 – Identifying the Needs of Individual Councillors

With the possibility of a large number of new Elected Members after an election, it will be necessary to undertake a Personal Development Review (PDR) processes with either an Elected Member peer or with assistance from suitably trained officers as soon as possible.

Identification of learning and development needs

Learning and development needs will be identified at a number of levels.

As an individual

- Newly Elected Members will have an opportunity to discuss their learning and development needs with:
 - a suitable mentor as part of their induction;
 - as part of the PDR process where learning and development needs can be identified.

Role Specific

- Role descriptions will be used as an aid to identify development needs particularly during the PDR process.
- Members whose roles change will be required to review their learning and development needs.
- The identification of learning and development needs at political group level be achieved by consultation with the Head of Democratic Services and through the feedback from the Democratic Services Committee.

Corporate and Constitutional

- Member Development will be linked to corporate and constitutional priorities by the Head of Democratic Services in liaison with the Chief Officers, Heads of Service and the Democratic Services Committee.

Regional and National Initiatives

- Requests are often received from regional bodies or national organisations to provide development opportunities on key issues. These events will be integrated by the Head of Democratic Services into the Member Development Programme but may be in addition to the usual monthly activities.

Mentoring

The formal mentoring of Elected Members by experienced Members is strongly recommended and will be offered to all newly Elected Members. This will enable the mentee to develop the skills, knowledge, understanding and behaviours required for the Elected Member role. This is not a prescriptive or directive relationship but one which allows the mentee to find their own way, guided by the mentor.

Guidance for Member mentors has been developed by the Welsh Local Government Association (WLGA). It is anticipated that Member mentors will be identified and appropriate training will be provided to ensure that all Members are able to receive the appropriate level of support for their personal development. Workshops based on the WLGA guidance will be available for those identified to undertake a mentoring role.

Returning Members that do not require mentoring will be provided with the opportunity to discuss their personal development as part of the PDR process with an Elected Member peer or a suitably trained officer. These officers/peers will be able to assist Members with

identifying their training needs, arranging attendance at events and updating their PDPs and undertaking PDRs.

Phase 5 – Continuing Development

To provide Members with knowledge and skills related to:

- leading the community,
- working with external partners
- developing those individual and specialist requirements identified within the PDR process and
- learning and development identified by the Democratic Services Committee.

Member Development Activity Survey

Elected Members will be surveyed shortly after their election to determine the number of topics, frequency and timings of development events that will be held each month. This survey will be repeated at the mid-point of a term of office or when requested to do so by the Democratic Services Committee.

The survey carried out in 2017 identified that:

- the monthly topic will be delivered on two occasions - the second occasion being a repeat of the first.
- one of the sessions will be held on a Tuesday with the other session being held on a Wednesday (where appropriate)
- one of the monthly development sessions will start at 10.00 am with the other having a starting time of 4.00 pm (where appropriate).

These outcomes were approved by the Council on 26 July 17 and will be used when planning the Member Development Programme.

Pre-Council Briefings

The current practice of pre-council briefings starting at 2.00pm and lasting approximately 45 minutes duration be continued

Prioritisation of Member Development activities

To manage and prioritise Member Development activities, all requests to provide training opportunities for Elected Members will include the following key information to assist when prioritising the delivery of Member Development events:

- The subject of the learning activity
- A brief outline description of the subject
- The requirement/justification to undertake this learning? i.e. is there a statutory requirement, is it part of an on-going initiative.
- Who forms the target audience? i.e. All Members, Scrutiny Members etc.
- What are the expected/desired learning outcome/objectives?

- Which officers/organisations will be delivering/facilitating this event?
- What is the anticipated duration of the session
- What type of training activity is suggested i.e. 1 hour presentation with questions, 45 minute briefing, 2 hour interactive workshop etc.
- How will this activity be evaluated to show that the anticipated benefits have been achieved

The Head of Democratic Services will evaluate all requests and recommend to the Democratic Services Committee how these requests should be prioritised, categorised and if necessary tiered for inclusion in the Member Development Programme

Member Development Programme

It will be the responsibility of the Head of Democratic Services to prepare the Member Development Programme in line with the priorities determined by the Democratic Services Committee. This will be a rolling programme that will confirm the Member Development events for the following three months with subsequent topics for further development activities being identified but not confirmed. This will allow the programme to be flexible and adapt to the changing needs and priorities of Elected Members and the Authority.

If time dependant learning opportunities arise and there is no meeting of the Democratic Services Committee planned before the delivery of the event the Chairperson of the Democratic Services Committee in liaison with the Head of Democratic Services will update the Member Development Programme as necessary.

The programme may also identify topics and events that will be suitable for representatives from the Town & Community Councils to also attend.

Methods of learning and development

A flexible approach to the delivery of learning and development opportunities will be adopted to meet the identified needs of individuals and groups. A variety of methods may be used to deliver these opportunities and could include: seminars, workshops, e-learning and briefing sessions. Where appropriate, shared Member and officer development activities will be encouraged.

E-Learning

Greater use of the e-learning facilities will be incorporated into the member development programme and this will allow:

- elected members to undertake
 - the Corporate Induction e-learning modules should be completed by all members in the first year of their term of office.
 - Some topics such as Data Protection will be identified for inclusion in the Member Development programme and categorised by the Democratic Services Committee accordingly. Councillors will be requested to complete the specified e-learning module by a particular date. A subsequent report will be run by Organisational Development to confirm that the e-learning modules have been completed as requested with the Democratic Services committee being advised accordingly.

- those returning councillors or those who have previously attended face-to face training on topics such as corporate parenting will be able to undertake the e-learning module rather than attending the annual repeat of the face-to-face training session.
- those members who are able to provide evidence that they have recently attended similar training in their professional roles can be credited with completing the training.

Opportunities may arise for regional development activities to be undertaken. This will include topics of common interest on a regional or national basis. These events may reduce costs and enhance outcomes because of the diversity of knowledge and experience of attendees, whilst also providing an opportunity for cross-council communication and collaboration.

Access to learning and development opportunities

All Elected Members will have:

- the opportunity to benefit from learning and development opportunities, regardless of ability, race, colour, national ethic or social origin, gender, sexuality, sexual orientation, religion, age, disability, political or other personal beliefs.
- equal access to information relating to learning and development opportunities.
- equal access to participation in learning and development opportunities, taking into account the needs of their roles and responsibilities throughout their term of office with Authority, and their personal learning needs.

Attendance at Member Development Events

The Member Development Programme will be approved by the Democratic Services Committee and details included in the Bridgemembers magazine. Announcements will also be made at Council meetings to advise Members of forthcoming Member Development activities.

Member Development Activities appointments will be placed in individual Elected Members electronic calendars. Members will be requested respond electronically if they are unable to attend the activity. It is vital that these responses are accurate as the facilitators of the events are provided with the anticipated attendance numbers to tailor their delivery of the session.

The attendance of Elected Members at these Member Development Activities will be displayed on the BCBC website but the attendance figures will not be included in the overall meeting attendance figures.

At each session the attendance will be recorded and circulated to Organisational Development for recording on Trent.

A summary of attendance at training events will be compiled and circulated to Group Leaders on a regular basis in order that they can promote and encourage the attendance at Member Development activities to their Group.

The Learning & Development Website, the All Wales Academy (AWA)

The Learning & Development Website and the All Wales Academy are online portals where suitable development opportunities are provided for Officers and Elected members. Elected Members may be requested to undertake an e-learning session as part of the Member Development Programme or they wish to undertake these learning activities for their own development. Assistance can be provided by the Democratic Services Team and the Organisational Development Team to enable Members to engage with these learning activities.

E-learning completion reports will be provided to the Head of Democratic Services on a regular basis to monitor the activities particularly those included in the Member Development programme

All face to face learning and development activity presentations will be uploaded to the Learning and development website as a reference portal for all Elected Member related training.

Learning and development records

Democratic Services will collate information regarding Elected Member learning and development records including information regarding the development activities that have been identified, the booking of events, attendance at learning opportunities and the evaluation of individual training events that have been undertaken.

The Organisational Development Team will to be notified of any training that is undertaken by relevant departments. It is expected that all departments involved in providing Member Development events also provide the relevant training records to the Organisational Development Team.

These records can also be used to provide information for evaluation purposes and for the completion of Members Annual Reports which have been introduced as part of the Local Government (Wales) Measure 2011.

Resources

Elected Member learning and development, will be resourced from the allocated Member Development budget. Reasonable allocation will be made as part of the annual budget round and applied with regard to the corporate needs of the Authority. The Democratic Services Committee will monitor appropriate spend on the budget.

In house training will be provided by Directorates if the topic relates to their service areas. The costs for this type of event will be met from within Directorate budgets and not from the Member Development budget

Directorates will also be responsible for funding designated Elected Members to attend relevant service area conferences and events. The Democratic Services Team will co-ordinate the funding for travelling and out of county subsistence allowances.

Potential Candidate Briefings

In order to promote local democracy and the understanding of the role of a councillor briefings for potential candidates will be held prior to Local Government elections. This event will inform those members of the public planning to stand for election of the:

- requirements they must meet in order to stand for election,
- election process
- roles and responsibilities they will be expected to undertake as a councillor
- skills, knowledge and commitment necessary to become an effective councillor
- structure and remit of the Council

Evaluation

It is the responsibility of the Head of Democratic Services to ensure that the evaluation of planned Member development events is carried out.

Evaluation of Individual Events:

All training providers are required to incorporate an evaluation of the event into their learning session and Members will be asked to complete a learning and development evaluation form.

Members are recommended to complete learning logs as part of their Personal Development Portfolio, this will help them to assess the impact of any development on their role and function.

Evaluation forms will be analysed and the feedback collated into a report which will be presented to the Democratic Services Committee on a regular basis. This will enable the Democratic Services Committee to evaluate the effectiveness of the Member Development Programme and ensure that the identified outcomes are achieved.

Evaluation of Phases of the Member Development Strategy

It is appropriate that an independent assessment of the phases or elements of the Member Learning & Development Strategy is undertaken. It has been agreed that the WLGA will assist in this process and facilitate focus groups with Elected Members to help determine the effectiveness of the strategy.

Evaluation of Training Facilitators

To ensure that any learning and development activity provided to Elected Members is delivered to the highest standards and that the aims and objectives of the event are met, it is planned for an internal subject matter expert or the Head of Democratic Services to attend the event and evaluate the provider/facilitator. This will be essential for events delivered by external providers to ensure that value for money has been achieved and that effective training has been provided which meets the required outcomes.

Review of the Elected Member Learning and Development Strategy

To ensure that the Elected Member Learning and Development Strategy remains an effective tool for the development of Elected Members it will be necessary to plan a review the strategy. It is anticipated that the strategy will be reviewed during 2020 or at the request of the Democratic Services Committee and in response to relevant changes to legislation or to the Authority.

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