

## Member Development Charter Self-Assessment

### 1. Commitment to councillor development

Elements	EXAMPLES of evidence <sup>1</sup>	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>1.1 Political and managerial leadership is committed to the development of councillors.</b></p> <p><i>What this means in practice</i> Political and managerial leadership put strategies into place to improve councillor and council performance.</p>	<ul style="list-style-type: none"> <li>• Investment in resources including learning materials, facilitators etc</li> <li>• Signed commitment to achieving the Charter</li> <li>• A written statement that has been circulated to all councillors expressing the council's intent to develop all councillors.</li> <li>• Articles / minutes of meetings which declare a commitment to councillor development and ways of achieving this.</li> <li>• lIP Award for councillors</li> <li>• Public commitment to councillor development in council newsletters.</li> <li>• Strategies are in place to support councillor development.</li> <li>• A cross party Learning</li> </ul>	<p>Clear commitment from the top political and managerial leadership</p>	<p>Political Groups and Senior Management Team (SMT) supportive of the aim to achieve Member Charter status and have attended training events.</p> <p>Member Task and Finish Group notes go to SMT for consideration.</p>	<p>11 November 2010: signing-up to Charter 15 December 2010: SMT expressed its support and asked to be kept informed of all developments.</p>	<p>Group Leaders  SMT</p>
		<p>Signed commitment to member development and action plan</p>	<p>Chief Executive, Leader of Council and Leader of Opposition signed-up to the Charter</p>	<p>At Cabinet on 11 November 2010</p>	<p>Chief Executive  Leader of Council  Major Opposition Group Leader</p>
		<p>Established all-party training and development task group</p>	<p>All party Member Development Task &amp; Finish Group has been set up</p>	<p>Inaugural meeting on 26 August 2010</p>	<p>Member Development Champion (Environmental Services Portfolio Holder)  Democratic Services</p>

<sup>1</sup> The 'Examples of Evidence' given in the Good Practice Guidance may help in identifying action to take, however the examples are not a requirement and councils must decide on action that best fits their particular circumstances.

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	and Development Reference Group <ul style="list-style-type: none"> <li>• Councillors' Handbook</li> <li>• Intranet / Internet access</li> <li>• Political and managerial leadership can describe strategies to develop councillors.</li> <li>• Confirmation by councillors that political and managerial leaders are committed to their development.</li> <li>• Produce a Councillor Development Policy.</li> </ul>	There is a clear strategy	There is a Member Development Strategy 2011-14, updating and building upon the previous 2008-11 Strategy	14 April 2011	Council
			Members are given the Member Toolkit, updated annually, bringing together in one place the various policies, strategies, codes and responsibilities Members need to know	Election time each year, three years out of four  In-year updates as required when new legislation is enacted, new strategies / policies adopted or external bodies update their guidance	Democratic Services
		Feedback from Members confirms that strategy & actions described, take place	1:1 interviews, personal training needs analysis surveys	Elected Members via 1:1 interviews, training needs analysis	Elected Members  Democratic Services
		Named councillor(s) and officer(s) responsible for councillor development	Environmental Services Portfolio Holder is Champion for Member Development	Since 2008	Leader, as part of delegations to Executive Members
			Democratic Services Team Leader is officer responsible for operational delivery of Member Development	Since April 2011	Executive Director (Corporate Services)  Legal and Democratic Services Manager

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		Evidence that all-party training and development task group meet on regular basis	Minutes and agendas of Member Development Task and Finish Group	On-going	Democratic Services
<p><b>1.2 Councillor Learning and Development Policy</b></p> <p><i>What this means in practice</i> The council has a written policy that has been distributed to all councillors, specifying the principles and operational procedures for councillor learning and development</p>	<ul style="list-style-type: none"> <li>• Production of policy on request.</li> <li>• Councillors and officers able to describe actions taken to implement and monitor the policy.</li> <li>• Councillors are able to describe the outcomes of the policy implementation.</li> <li>• Councillors can explain how they were made aware of the policy and how the council supports the implementation of the policy.</li> </ul>	Statement of Commitment Policy, easily accessible to Members	<p>Member Development Strategy 2011-14:</p> <ul style="list-style-type: none"> <li>• Foreword summarises commitment to member training and development, support available</li> <li>• Objectives set out at Section 3</li> <li>• Members' responsibilities set out at Section 6</li> <li>• Policy was discussed at Council.</li> </ul>	14 April 2011	Council
<p><b>1.3 Access to learning and development takes into account diversity of needs</b></p> <p><i>What this means in practice</i> Political and managerial leadership can describe specific actions that they</p>	<ul style="list-style-type: none"> <li>• Statistical evidence of attendance.</li> <li>• Menu of learning and development options to meet individual needs.</li> <li>• Timing of events takes account of cultural and personal circumstances.</li> <li>• Councillors confirm that</li> </ul>	Timing of events takes account of cultural and personal circumstances	<p>Need to ensure that we have background information on members to prove that training is accessible to all.</p> <p>At one-to-one interviews Councillors are asked whether there are any barriers to training.</p>	<p>Access database</p> <p>Large print leaflets</p> <p>Council scheduling takes into account religious holidays</p>	<p>Democratic Services</p> <p>Elected Members</p>

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<p>have taken to ensure equal access to learning and development opportunities for all councillors.</p>	<p>action is taken to accommodate diversity of need.</p>	<p>Elected members confirm the action taken to ensure equality of opportunity to development</p>	<p>1:1 interviews, exit interviews</p>	<p>On-going</p>	<p>Democratic Services  Elected Members</p>
		<p>The development programme includes a range of delivery methods to meet the different learning styles of members</p>	<p>Pre-course questionnaire would allow Councillors to identify any special requirements.</p>	<p>31 March 2012</p>	<p>Democratic Services</p>
			<p>Member Training area set up on intranet as repository for training materials and presentations, allowing members to access information at a later date, or those members who were unable to attend a course to self-study at their convenience</p>	<p>April 2011</p>	<p>Democratic Services</p>
			<p>Development of Learning Pool e-learning modules for self-study, including SCDC-specific modules, as set out in Member Development Strategy, Section 8 (Training Methods)</p>	<p>31 March 2012</p>	<p><i>Democratic Services, related service areas (to provide information)</i></p>
<p><b>1.4 Designated budget for councillor development</b></p> <p><b><i>What this means in practice</i></b> The council has a designated budget for councillor development</p>	<ul style="list-style-type: none"> <li>• Sight of budget and how it is used.</li> <li>• Information that informs councillors of the existence of the budget.</li> <li>• Minutes of meetings that shows councillors involvement in setting and monitoring the</li> </ul>	<p>Budget is explicit and clearly identified and monitored</p>	<p>Portfolio Holder decided that all budgets, which were used for member training, needed to be identified to ensure that the total available for member development is properly monitored.</p>	<p>Environmental Services Portfolio Holder meeting on 12 October 2010.</p> <p>Quarterly financial monitoring reports for Environmental Services Portfolio</p>	<p>Environmental Services Portfolio Holder</p> <p>Democratic Services</p>

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which is adequate to meet priority development needs.	budget. • Councillors confirm that the budget is sufficient to meet priority development needs.			budget	
<p><b>1.5 Officer support for councillors' development</b></p> <p><i><b>What this means in practice</b></i>                      Officer/ s of the council have responsibility for co-ordinating councillor development</p>	<ul style="list-style-type: none"> <li>• Officer/s job description.</li> <li>• Named officer/s in Councillors' Handbook or other information source that is distributed to councillors and officers.</li> <li>• Councillors are able to name the officer who supports their learning and development.</li> <li>• Named officer/ officers demonstrate that they have the knowledge and skills to enable councillors to learn and develop effectively.</li> <li>• Those responsible for planning learning and development activities for councillors are able to demonstrate their understanding of learning and development in a political context.</li> </ul>	Members confirm that there is an officer who supports their learning	<p>Senior Democratic Services Officer to be responsible for supporting member training.</p> <p>Democratic Services Team Leader taken over as strategic lead from 5 April 2011 following secondment to Accountancy of Senior Democratic Services Officer.</p> <p>Democratic Services Officer and Member Services Officer job descriptions both set out operational responsibilities for member development, including co-ordination and publicity of training events, collation and analysis of post-training feedback, 1:1 interviews.</p>	<p>Agreed at Democratic Services Team Meeting on 25 August 2010 and confirmed at SMT meeting on 15 December 2010.</p> <p>Updated Democratic Services Team Leader, Democratic Services Officer and Member Services Officer job descriptions agreed April 2011.</p>	<p>Democratic Services</p> <p>Executive Director (Corporate Services)</p>

Last updated 3 October 2011

## 2. Strategic Approach to Member Development

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>2.1 Councillor-led strategy</b></p> <p><i>What this means in practice</i> Representative councillors are involved in the formulation, implementation, monitoring and evaluation of councillor development strategies, possibly through an established all party task group or other all-party</p>	<ul style="list-style-type: none"> <li>• Written strategy available for viewing.</li> <li>• Minutes of meetings showing monitoring and evaluation of the strategy.</li> <li>• Councillor Reference Group description of their involvement in formulating the strategy.</li> <li>• Overview and Scrutiny</li> </ul>	<p>Decisions about member development are taken by some form of formally constituted body of members</p>	<p>Decisions regarding member development have been taken by the Environmental Services Portfolio Holder, Cabinet and Council.</p>	<p>14 April 2011</p>	<p>Council's adoption of the Member Development Strategy 2011-14</p>
			<p>Cross-party task and finish group set up.</p>	<p>Task and Finish Group set up on 27 July 2010</p>	<p>Environmental Services Portfolio Holder</p>

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committee	<p>Review of the effectiveness of the strategy.</p> <ul style="list-style-type: none"> <li>Those involved in formulating the strategy can demonstrate how it links to the corporate objectives and the rationale behind stated priorities.</li> </ul>	<p>Strategy identifies priority development needs and makes stated and clear links with council's aims and objectives</p>	<p>On Scrutiny and Overview meeting agenda for 3 November 2011.</p> <p>Member Development Strategy 2011-14:</p> <ul style="list-style-type: none"> <li>Foreword: summary of commitment to member development</li> <li>Paragraph 1: why the strategy is needed refers to Corporate Aims and Approaches</li> <li>Paragraph 7: Types of training and development: details of process for annual development review to inform programme</li> </ul> <p>At one-to-one interviews all members are asked whether they think training is linked to corporate plan and objectives.</p>	14 April 2011	Adopted by Council
<p><b>2.2 Councillor roles are clearly defined</b></p> <p><i>What this means in practice</i> The various representative roles are clearly defined and councillors are able to describe how they contribute to the achievement of community, political and</p>	<ul style="list-style-type: none"> <li>Councillor role descriptions</li> <li>Implementation of the political skills framework</li> <li>Extracts from the constitution outlining councillor roles and responsibilities.</li> <li>Councillors can describe how they</li> </ul>	<p>Members demonstrate an understanding of the skills and knowledge required in their ward and council wide roles</p>	<p>Individual training needs assessments through 1:1 interviews</p> <p>At one-to-one interviews all members are asked whether they think training is linked to corporate plan and objectives.</p>	Ongoing programme that is updated annually where individual needs are assessed.	Democratic Services, Elected Members

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council objectives.	contribute to the work of the council and their local community.	Member role descriptions exist and are maintained for all key roles including ward councillor	Constitution, Part 5, J – Member Role Descriptions	To review during 2011/12	Democratic Services, Constitution Review Working Party
		Elected members are clear about what the council is trying to achieve and the part they play in this as councillors	New Member Induction	9 and 26 May 2011	Democratic Services, SMT, EMT
			Member briefings	Starting in June 2011	Democratic Services (co-ordination, intranet updates and delivery), other service areas (delivery)
			Member Development Strategy sets out Council's Aims and Approaches (Section 1), objectives of strategy (Section 3), responsibilities (Section 6) and outcomes (Section 10)	14 April 2011	Council
			Good conduct: absence of complaints made to Monitoring Officer about conduct of District Councillors		
			Work undertaken		
			Re-election		



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			Percentage attendance at meetings.	Figures are available on Modern.gov and on the website	
<p><b>2.3. Individual Learning and Development Plans</b></p> <p><i><b>What this means in practice</b></i>                      The council has a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives.</p>	<ul style="list-style-type: none"> <li>• Published system used to identify individual needs.</li> <li>• Learning Styles Analysis.</li> <li>• Individual Learning and Development Plans identifying how, when, where and who is responsible for learning and development activity.</li> <li>• Training Needs Analysis Proforma.</li> <li>• Councillors are able to describe how learning and development activities have helped them to carry out their role and contribute to the achievement of the councils objectives.</li> <li>• Individual Learning and Development Plans link with function and corporate objectives.</li> </ul>	System / process exists to identify individual development needs	<p>1:1 interviews – results analysed by Member Development Task &amp; Finish Group and used to inform training programme</p> <p>E-mailing of Council's chairmen about training needs, particularly meetings skills</p>	<p>Up to date and on-going</p> <p>May / June each year</p>	<p>Democratic Services</p> <p>Elected Members</p> <p>Member Development Task &amp; Finish Group</p> <p>Democratic Services</p>

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<p><b>2.4. Political Leadership and Executive Team development and management</b></p> <p><i><b>What this means in practice</b></i> The council has a structured process for assessing current and future leadership and Executive Team development needs. Development Programmes are put into Place.</p>	<ul style="list-style-type: none"> <li>• Published process used to assess needs.</li> <li>• Learning and Development Plans.</li> <li>• Political leadership development programme.</li> <li>• Events that support team building.</li> <li>• Joint events for executive and senior management.</li> <li>• Succession development programmes / events.</li> <li>• Courses to support political leadership development.</li> <li>• Community Leadership development courses.</li> <li>• The political leadership can describe actions taken to develop political leadership capacity</li> </ul>	<p>Published process to assess needs</p>	<p>Member Development Strategy sets out Delivery (Section 4), Councillors' responsibilities (Section 6), Resourcing (Section 9) and Outcomes (Section 10)</p>	<p>31 March 2012</p>	<p>Cabinet</p> <p>Group Leaders</p> <p>SMT</p> <p>EMT</p>
		<p>Joint regular events / development plan that support the top team working together corporately &amp; development</p>	<p>Joint officer / member development is offered when appropriate- Ageing Well Workshop, Member Officer Relations.</p>	<p>31 March 2012</p>	<p><i>Democratic Services</i></p> <p><i>Elected Members</i></p> <p><i>SMT / EMT</i></p>
			<p>Member champions in certain topics / functions:</p> <ul style="list-style-type: none"> <li>• Built Heritage</li> <li>• Business</li> <li>• Children &amp; Young People</li> <li>• Equality and Diversity</li> <li>• London 2012 Olympic and Paralympic Games</li> <li>• Member Development</li> <li>• Policing</li> <li>• Vulnerable Adults</li> </ul>	<p>On-going</p>	<p>Leader of Council</p>
			<p>Member development is a standing item on the Environmental Services portfolio holder agenda.</p>	<p>On-going</p>	<p>Democratic Services</p> <p>Environmental Services Portfolio Holder</p>

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			<p>Cabinet members and leaders of political groups have been offered leadership academy courses run by the IDeA.</p> <p>Cabinet members will attend LGG courses in the new year.</p>	Funding no longer offered	
<p><b>2.5. Committee Learning and Development</b></p> <p><i>What this means in practice</i> The council has a structured process for assessing the learning and development needs of all of council committees</p>	<ul style="list-style-type: none"> <li>Published system used to identify needs.</li> <li>Learning and development plans.</li> <li>Councillors on committees can describe learning that has taken place and is due to take place.</li> </ul>	<p>Published system / process to identify needs</p>	<p>As above, 1:1 interviews with results analysed by Member Development Task and Finish Group</p>	<p>On-going and updated annually</p>	<p>Democratic Services</p> <p>Elected Members</p> <p>Member Training Task and Finish Group</p>
<p><b>2.6. Development opportunities are promoted and take into account access requirements.</b></p> <p><i>What this means in practice</i> Councillors receive appropriate and adequate notice of development opportunities to allow them to plan in advance. Events are organised at various times, to allow for</p>	<ul style="list-style-type: none"> <li>A planned timetable of learning opportunities.</li> <li>A menu of learning opportunities.</li> <li>Councillors' newsletters and notices publicising events and information.</li> <li>Access to knowledge websites.</li> <li>Examples of events arranged at different times.</li> <li>Systems to encourage</li> </ul>	<ul style="list-style-type: none"> <li>Timetable of learning opportunities that demonstrate events arranged at different times</li> </ul>	<p>Training events are highlighted in the Weekly Bulletin, on fliers in pigeonholes, via email and on a sign-in sheet in the Members' Lounge.</p> <p>Members are notified separately by monthly paper copy of forthcoming training.</p>		<p>Democratic Services</p> <p>Elected Members</p> <p>Democratic Services</p> <p>Elected Members</p>

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<p>access by those with work or caring responsibilities. A range of methods are utilised to meet learning needs</p>	<p>take-up of learning events i.e. use of champions, political whips.</p> <ul style="list-style-type: none"> <li>• Councillors can give examples of how they receive information about learning opportunities.</li> <li>• Councillors confirm that the council actively removes barriers to inclusion for learning and development activities.</li> </ul>		<p>What members had learned from recent training events and what training is coming up is a standing item on the agendas of the political group meetings.</p>	<p>Copies of Group agendas can be provided.</p>	<p>Elected Members</p>
		<ul style="list-style-type: none"> <li>• Rolling programme of development activities published and circulated to all councillors through a variety of channels</li> </ul>	<p>Member briefing programme being rolled out summer 2011</p>	<p><i>31 March 2012</i></p>	<p>Democratic Services (co-ordination, intranet updates and delivery), other service areas (delivery)</p>
		<ul style="list-style-type: none"> <li>• Members can give examples of how they receive appropriate and adequate notice of learning opportunities</li> </ul>		<p><i>31 March 2012</i></p>	<p>Elected Members</p>
		<ul style="list-style-type: none"> <li>• Training programmes indicate development opportunities available at a range of times allowing access by different groups including those who work</li> </ul>	<p>Development of Learning Pool e-learning modules for self-study, including SCDC-specific modules, as set out in Member Development Strategy, Section 8 (Training Methods)</p>	<p><i>31 March 2012</i></p>	<p>Democratic Services, related service areas (to provide information)</p>

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			Intranet used to allow all useful information on training to be shared with all Members ("Member Library")	Member Training area set up spring 2011  Member Library established 13 April 2011 (Member Development Task & Finish Group)	Democratic Services  Elected Members (to provide information)  Training course / briefing provider (to supply information)
<p><b>2.7. Joint learning activities with officers, partners and the wider community.</b></p> <p><i><b>What this means in practice</b></i> Councillors can provide examples of actions taken to encourage joint development opportunities with key partners, officers and community representatives to enhance closer working relationships and understanding</p>	<ul style="list-style-type: none"> <li>• Area Forum / committee learning events.</li> <li>• Cross service development programmes with other bodies i.e. police, health, fire, voluntary sector.</li> <li>• People from external organisations can provide examples of positive learning events.</li> <li>• Councillors can give examples of achievements gained from joint learning events.</li> </ul>	Members can provide examples of elected members learning with, and from, others from stakeholder organisations.	<p>Licensing and Standards Training has been arranged alongside other local authorities / Councils.</p> <p>Members of Planning and Licensing Committees attended joint training with members of East Cambridgeshire District Council.</p> <p>Joint officer / member development is offered when appropriate.</p>	<p>31 March 2012</p> <p>June 2011</p>	<p>Elected Members</p> <p>SMT / EMT</p>

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		External partners are involved in relevant training sessions	Leader & Deputy Leader attend LGA meetings.  Other meetings with Partners include: Neighbourhood Panels. In Your Patch. Leaders' meetings. LSP Board. Crime & Disorder Reduction Partnerships.  Joint Planning Training organised by Cambridgeshire Horizons  NHS Changes PCT/Public Health	31 March 2012	Elected Members  SMT / EMT
<p><b>2.8. Corporate Councillor Learning and Development Plan prioritising activities.</b></p> <p><i><b>What this means in practice</b></i>                      Bringing together all learning and development plans – individuals, committees, political leadership and teams into a Corporate Plan that is able to prioritise activities according to resources and which links to council's aims &amp; objectives and the development of elected Members.</p>	<ul style="list-style-type: none"> <li>• Corporate Learning and Development Plan.</li> <li>• Prioritisation document.</li> <li>• Councillor Reference Group able to explain how activities were prioritised.</li> </ul>	Corporate Learning and Development Plan	Member Development Strategy 2011-14  Member Development Programme 2011-12 linked to the Corporate Forward Plan.	14 April 2011  On-going annually.	Council  Member Training Task and Finish Group  Democratic Services  SMT / EMT  Elected Members

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<p><b>2.9. Structured Induction process for all new councillors.</b></p> <p><i>What this means in practice</i> Councillors who are new to the council and those who take on new roles receive structured and effective induction.</p>	<ul style="list-style-type: none"> <li>• Induction Programme of events / visits / meetings.</li> <li>• Individual Induction Plans.</li> <li>• Mentor / Peer / Buddy support.</li> <li>• Councillor Handbooks.</li> <li>• Local, Regional, National Learning events.</li> <li>• Intranet / Internet / CD supports.</li> <li>• Councillors can describe their induction processes, what they learned and how the learning has helped them to be effective in their role.</li> </ul>	<p>Induction Strategy &amp; programme of events</p>	<p>Member Development Strategy 2011-14 sets out induction programme at Section 7, Part III</p>	<p>14 April 2011</p>	<p>Council</p>
		<p>Induction programme for new councillors</p>	<p>Council has an induction-training programme and an induction pack is handed out to all newly elected members at the count.</p>	<p>9 and 26 May 2011</p>	<p>Democratic Services SMT / EMT</p>
		<p>Councillors can describe their induction processes, what they learned and how the learning has helped them to be effective in their role</p>	<p>Councillors being asked about their induction in one-to-one interviews.</p> <p>Newly-elected members will be interviewed six months after election to ask specific questions about induction to help inform the next programme.</p>	<p>On-going</p> <p>January / February 2012</p>	<p>Democratic Services Elected Members Member Development Task &amp; Finish Group</p>
<p><b>2.10. Evaluation mechanisms that inform future plans.</b></p> <p><i>What this means in practice</i> The council has systems in place that effectively evaluate</p>	<ul style="list-style-type: none"> <li>• Examples of evaluation mechanisms.</li> <li>• A system for evaluating individual learning and development with examples.</li> <li>• An evaluation process</li> </ul>	<p>Top political and managerial leadership can describe how training and development is evaluated and who is responsible</p>			

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councillor learning and development activity and identifies the benefits for individuals and the council and areas for improvement	which focuses on outputs (actions), outcomes (results) and continuous improvement. • Councillors can describe how learning and development is evaluated and who is responsible for ensuring the evaluations take place.	Written up outline approach to evaluate elected member training and development with named member and officer responsibilities.	Councillors sent evaluation questionnaires after training.	Done after each training session.	Democratic Services  Elected Members
		Councillors can describe how learning and development is evaluated and who is responsible for ensuring the evaluations take place	Councillors to be asked for examples of beneficial training.  Those who organise training receive feedback from Councillors.	On-going, during interviewing of Councillors.	Democratic Services  Elected Members
<b>2.11. Councillor Learning and Development Reference Group</b>  <i>What this means in practice</i> A cross party group of councillors works with relevant officers to direct and support all councillor learning and development activity.	• Cross party Reference Group remit. • Reference Group minutes of meetings showing active involvement of councillors in the learning and development process.	Cross party Reference Group remit.	Member Development Task and Finish Group terms of reference agreed	31 October 2010	Democratic Services Team Leader  Environmental Services Portfolio Holder
		Reference Group minutes of meetings showing active involvement of councillors in the learning and development process.	Minutes and agendas available	On-going	Democratic Services  Recommendations to Environmental Services Portfolio Holder as required



**3. Learning and development is effective in building capacity**

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<p><b>3.1 Councillors learn and develop effectively.</b></p> <p><i><b>What this means in practice</b></i> Councillors have improved in their confidence and performance in their varied council roles to enhance the performance of the council.</p>	<ul style="list-style-type: none"> <li>• Evaluation reports outlining results from councillor learning and development activity.</li> <li>• End of event questionnaires.</li> <li>• Extracts / quotes on corporate capacity and councillor development from external inspection reports.</li> <li>• Development Programmes showing where appropriate development activities are linked to relevant external standards.</li> <li>• Political leaders are able to describe the improvements that learning and development activity has brought to individuals, functions and the council.</li> <li>• Individual councillors can describe what they have learned and the difference that it has made to them carrying out their various roles.</li> </ul>	<p>Examples of end of event questionnaires</p>	<p>Post-training assessment forms</p> <p><i>Demonstration of analysis of results, feedback to training provider</i></p>	<p>31 March 2012</p>	<p><i>Democratic Services</i></p> <p><i>Member Development Task and Finish Group</i></p>
		<p>Top political and managerial leadership are able to describe the improvements that training and development have brought to the performance of individuals, functions and the council</p>		<p>31 March 2012</p>	<p><i>Cabinet</i></p> <p><i>Major Opposition Group Leader</i></p> <p><i>SMT / EMT</i></p>
		<p>Members can describe why they did certain activities, what they learnt and what difference it has made to them carrying out their various roles as an elected member</p>		<p>31 March 2012</p>	<p><i>Elected Members</i></p>

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>3.2 Learning is shared with other councillors and where appropriate, with officers and stakeholders.</b></p> <p><i>What this means in practice</i> There is a mechanism for the dissemination of learning materials; knowledge exchange; case studies; Action learning, to encourage Capacity building in the council and a Learning Organisation culture.</p>	<ul style="list-style-type: none"> <li>• Examples of reports, briefing sessions, and information exchange systems used to capture and disseminate learning from learning activities.</li> <li>• Programmes of joint learning exchanges.</li> <li>• Mentoring arrangements.</li> <li>• Hosting Case study visits.</li> <li>• Developing councillor champions for topic areas.</li> <li>• Councillors can give examples of how they have supported the development of others.</li> </ul>	<p>Elected members can describe how they have learnt from or shared their learning with their peers, officers and others</p>	<p>One-to-one interviews will hopefully prove that Elected members have been encouraged to learn.</p> <p>Member Champions described above under 2.4</p>		
<p><b>3.3 Investment in learning and development is evaluated in terms of benefits and impact</b></p> <p><i>What this means in practice.</i> The council demonstrates that it periodically evaluates the cost and benefits of councillor learning and Development and the impact that it has had on performance.</p>	<ul style="list-style-type: none"> <li>• Evaluation Strategy is in place.</li> <li>• Case studies of how learning and development has impacted on performance.</li> <li>• Minutes of meetings, focus groups, questionnaires or interviews involving councillors evaluating the impact of their development on performance.</li> <li>• Exit interviews with councillors who are not re-elected or leave.</li> <li>• Political and managerial</li> </ul>	<p>Evaluation strategy in place</p> <p>Case studies of how learning and development has impacted on performance</p>	<p>Development and adoption of evaluation strategy.</p> <p>Cllr Bard- Needed Employment training, he received it and then used it to fulfil the needs of the particular interview.</p> <p>Reduction in successful appeals against Planning Committee decisions.</p>	<p>Autumn 2011</p>	<p>Democratic Services</p> <p>Environmental Services Portfolio Holder</p> <p>Member Development Task and Finish Group</p>

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
	<p>leadership display a good understanding of both the costs and benefits of development activities and are able to explain why their commitment to councillor development is worthwhile.</p>	<p>Political and managerial leadership display a good understanding of both the costs and benefits of development activities and are able to explain why their commitment to councillor development is worthwhile</p>			
<p><b>3.4. Improvements to learning and development activities are identified and implemented</b></p> <p><i>What this means in practice</i> Changes are made to learning and development programmes and activities to demonstrate the council's commitment to a continuously effective councillor learning and development programme</p>	<ul style="list-style-type: none"> <li>• Written reviews of learning and development activities with recommendations for change.</li> <li>• Minutes of meetings, reports, personal statements providing examples of improvements to learning activities.</li> <li>• Changes to on-going programmes.</li> <li>• Councillors can describe what has been done to improve development</li> </ul>	<p>Minutes of meetings, reports providing examples of improvements to learning</p> <p>Top political and managerial leadership can demonstrate continuous improvement in the approach to developing people</p>			

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<b>Elements</b>	<b>EXAMPLES of evidence</b>	<b>SPECIFIC MINIMUM REQUIREMENTS for Charter</b>	<b>Evidence / Action</b>	<b>By When</b>	<b>By Whom</b>
	activities where improvements were needed.	Elected members and their representatives can describe what has been done to improve development activities whenever improvements were needed			

**4. Supporting Councillors**

Elements	EXAMPLES of evidence	SPECIFIC MINIMUM REQUIREMENTS for Charter	Evidence / Action	By When	By Whom
<p><b>4.1. Council provides an appropriate level and range of support as well as assisting those with caring responsibilities.</b></p> <p><i><b>What this means in practice</b></i> The council regularly assesses how it can assist councillors, particularly those with caring responsibilities in terms of suitable allowances and support</p>	<ul style="list-style-type: none"> <li>• Councillors' Handbook includes arrangements that support those with caring responsibilities.</li> <li>• Arrangements for maternity and paternity leave.</li> <li>• Arrangements for child care and other caring allowances.</li> <li>• Special leave for issues like long term sickness and bereavement.</li> <li>• Pension arrangements.</li> <li>• Minutes of meetings showing that the council regularly reviews the suitability of allowances and support to councillors to assure people who may be interested in taking up public office.</li> <li>• Crèche facilities.</li> <li>• Induction event for the families of newly elected councillors.</li> <li>• Councillors can give examples of how the council supports those with caring responsibilities</li> </ul>	<p>Councillors' Handbook includes arrangements that support those with caring responsibilities.</p>	<p>Members' Allowances Scheme: Dependants' carer's allowance</p>	<p>Annually, usually in January</p>	<p>Council</p>
		<p>Top Political and managerial leadership can give examples of how the council supports those with caring responsibilities</p>			
		<p>Members can give examples of how the council supports those with caring responsibilities</p>	<p>Members' Allowances Scheme: Dependants' carer's allowance</p>	<p>Annually, usually in January</p>	<p>Council</p>
		<p>Elected members believe that the council is committed to supporting all councillors and particularly those with family and other caring responsibilities</p>	<p>Members' Allowances Scheme: Dependants' carer's allowance</p>	<p>Annually, usually in January</p>	<p>Council</p>
		<p>All councillors have equal access to council premises, facilities and systems</p>			

<p><b>4.2. Council examines how council business is conducted to allow for equality of access to key political decision making processes.</b></p> <p><i><b>What this means in practice</b></i>                  The council regularly reviews how it conducts its business, in terms of when meetings are held and full access to meetings, so that councillors or potential councillors are able to take part in the democratic processes</p>	<ul style="list-style-type: none"> <li>• Council Diary schedules take account of cultural and faith commitments.</li> <li>• Council Diary schedules show a range of times for meetings, so that councillors can discharge their duties in such a way so as not to sacrifice caring and employment responsibilities.</li> <li>• Regular reviews of the number of meetings that are necessary to conduct council business, recognising councillors are often involved in external meetings</li> </ul>	<p>Council diary - times of meetings include both day and evening so that members can discharge their duties in such a way so as not to sacrifice family and employment responsibilities</p>	<p><i>Council Meetings Protocol will include process for annual programming of meetings</i></p>	<p>31 December 2011</p>	<p><i>Democratic Services</i></p> <p><i>Cabinet</i></p>
		<p>Feedback from Members supports an equality of access approach</p>			
		<p>Council diary - scheduling meetings takes account of cultural and faith commitments</p>	<p>Council Meetings Protocol will include process for annual programming of meetings</p> <p>Democratic Services EQIA</p> <p>Timing of Council Meetings EQIA</p>	<p>31 December 2011</p> <p>September 2010</p> <p>31 December 2010</p>	<p>Democratic Services</p> <p>Cabinet</p>

<p><b>4.3. Council holds events for the community to encourage people to become future community leaders.</b></p> <p><i><b>What this means in practice</b></i> The council actively encourages citizenship and publicises the role of councillors as community leaders as part of promoting local democracy and encouraging under represented groups to take up office</p>	<ul style="list-style-type: none"> <li>Local democracy week action plan, programme of activities and review</li> <li>Youth council</li> <li>Citizenship links with local schools, colleges and universities</li> <li>Presentations at community forum events, and targeting under represented groups, to promote the role of councillors</li> <li>Open days</li> <li>Prospective councillor events</li> <li>Prospective councillor materials, role descriptions – recruitment packs</li> <li>‘Day in the life of a councillor’ feature in newsletters</li> <li>Top political and managerial leadership can demonstrate that action is taken to encourage people to become councillors, particularly from under-represented groups</li> </ul>	Local democracy week action plan, programme of activities and review	Working in A Political Environment Open Day- Monday 10 October 11	11-15 October 2011	Claire Dillon- Democratic Services
		Youth council			Democratic Services  Development Officer (Youth Participation)  Member Champion for Children & Young People
		Citizenship links with local schools, colleges and universities			
		Prospective councillor events	Be a Councillor Day- 13 February 2012  Feature to promote ‘Be a Councillor Day’ in Winter edition of South Cambs Magazine	September 2011	Electoral Services  Philly Sewell- Democratic Services
		Open days	Open Day to be held on Friday 7 October	3-9 October 2011	Claire Dillon- Democratic Services

<p><b>4.4 Councillors are provided with development and briefings to enable them to understand and fulfil their role in relation to community involvement and its impact on their wider role as councillors</b></p> <p><i>What this means in practice</i> Council provides development and briefings on changing role of councillor in relation to the local community and provides councillors with the skills and understanding they need to meet this challenge</p>	<ul style="list-style-type: none"> <li>• Briefings on topical issues around central government policy affecting community empowerment and involvement</li> <li>• Councillors understand their roles in promoting social enterprise</li> <li>• Councillors are updated on developments in a range of ways</li> <li>• Councillors understand the impact on their role as community leaders.</li> <li>• Training / development in facilitation, brokering, decision-making and influencing skills.</li> <li>• Personal Development Plans [PDPs] identify what development individual councillors need to enable them to meet the challenge.</li> </ul>	<p>Briefing / training sessions and materials are provided on topical issues</p>	<p>Member Briefing programme launched June 2011</p>		<p>Democratic Services (co-ordination, intranet updates and delivery), other service areas (delivery)</p>
		<p>Councillors are actively engaged in community leadership activities</p>	<p>Decision Making training held on 12 September</p>		



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<p><b>4.5 Councillors are provided with the skills to enable them to fulfil their role as leaders of an organisation</b></p> <p><b><i>What this means in practice</i></b> Councillors are developed so that they can play a full part the debate /decision making process around increasing organisational effectiveness, productivity and efficiency, including providing challenge</p>	<ul style="list-style-type: none"><li>• Councillors understand what is meant by “Productivity” and “Efficiency”</li><li>• Councillors understand the financial management reports / information they are provided.</li><li>• Councillors understand the importance of effective procurement</li><li>• Councillors are aware of the opportunities from trading and charging</li></ul>	<p>Councillors can provide examples of learning and development activities to support effective procurement decision-making</p> <p>Planning Building Control Land Charges Pest control Village Hall bins Licensing Trade waste DLO Tendering for land drainage Customer Contact Centre</p>	<p>Briefing by Sean Missin on Procurement scheduled for 14 December 2011</p>		<p>Sean Missin</p>
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