

ANNUAL REPORT ON MEMBER LEARNING AND DEVELOPMENT

Executive Summary

Each year the Council puts in place an extensive programme to support the learning and development of Elected Members. This report seeks to give a comprehensive picture of the activities of the past year as well as looking forward to the coming Municipal Year.

In addition, the Policy for Member learning and development is reviewed annually by the Lead Members responsible for promoting learning and development amongst Councillors, and is now before the Council for approval.

This report has been drawn up in consultation with the Lead Members for Member Learning and Development in each Political Group.

Recommendations

The Committee is requested to:

RESOLVE That

- (i) the Elected Member learning and development activities of 2017-18 be noted; and
- (ii) the updated Policy for Elected Member Learning and Development, as set out in Appendix 2 to this report, be adopted.

The Committee has the authority to determine the recommendations set out above.

Background Papers: None.

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1.0 Introduction

- 1.1 Over the past year the Council has undertaken a wide range of activities and events through the Council's programme of learning and development for Elected Councillors. This report seeks to bring together all the different elements in a comprehensive review of the past year, with a view to informing the programme for the coming year

2.0 The Lead Members

- 2.1 In 2015 the Council's Selection Panel proposed that the SEE Charter for Elected Member Development Group should be disbanded and in its place Lead Members were to be appointed to take forward the aims and objectives of Member learning and development.
- 2.2 A Lead Member was appointed from each of the Political Groups, to ensure cross-party involvement. The Lead Members named for 2017/18 are Councillor Kemp, Councillor Johnson, Councillor Raja and Councillor Bond. In addition, Councillor Kemp was appointed the Lead Member for Woking Borough Council on Elected Member learning and development.
- 2.3 A protocol for the Lead Member was drawn up to set out the roles and responsibilities of those Members appointed to the position. A copy of the protocol is attached at Appendix 1.
- 2.4 The four Lead Members have been consulted in the drafting of this report.

3.0 The Council's Learning and Development Policy

- 3.1 The Council's Learning and Development Policy for elected Members was comprehensively reviewed in 2015 by the Member Development Panel, before being agreed at Council. At the time, it was agreed that the Policy would be presented to Council annually in order to ensure that it remains relevant and continues to underpin the Council's approach to Member learning and development.
- 3.2 In their discussions on the draft policy, the Member Development Group highlighted the need to raise and maintain awareness of the policy. Towards this end, the policy has been integrated in induction sessions for new Councillors and forms part of the new Members' pack.
- 3.3 The Lead Members for Member Learning and Development have been given the opportunity to consider whether any substantial changes are needed to the Policy. The Lead Members consider the Policy to be still relevant and accordingly no changes are proposed to the core elements of the Policy for the coming year.
- 3.4 A copy of the updated Policy is attached at Appendix 2 to this report.

4.0 The Charter for Member Learning and Development

- 4.1 The Charter provides a robust, structured framework designed to help authorities enhance and hone member development and is overseen by South East Employers, one of the nine regional employers' organisations which represent the interests of local authorities and public sector bodies in England. As the regional employers' organisation for the South East, SEE is independent and not-for-profit.
- 4.2 The Charter recognises that the Authority is committed to Member development. Charter status adds to the positive image and the reputation of the Authority, providing an outward statement of the value the Council places in its elected Members. The Charter provides the quality assurance to the local community that Members have the skills and expertise required of the role of Elected Member.

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- 4.3 The Charter demonstrates that the Council:
- is fully committed to developing Elected Members in order to achieve the Council's aims and objectives;
 - has adopted a member-led strategic approach to Elected Member development;
 - has a member learning and development plan in place that clearly identifies the difference development activities will make;
 - sees that learning and development is effective in building capacity; and
 - addresses wider development matters to support Councillors.
- 4.4 The Council first achieved Charter status in January 2008. Every three years the Council needs to confirm that it is committed to re-accreditation and in 2011 the Council successfully sought the Charter for a further three years. Due to exceptional circumstances, in particular the need for the Council to concentrate its resources on the Borough Boundary Review, the 2014 assessment was postponed to 2015.
- 4.5 In 2015 the Council, in consultation with the three Lead Members, prepared a detailed submission, including a lengthy reference library of documents, to South East Employers. An Assessment Team on behalf of South East Employers visited Woking and interviewed a range of Members and Officers to gain a comprehensive view of the work undertaken by the Council. The assessment was very successful and at Council on 3 December 2015 the Chairman of South East Employers formally presented the Mayor with the Charter certificate.
- 4.6 The Council now holds the Charter for three years, with a further detailed assessment to be undertaken later in 2018 if the Council is to achieve reaccreditation. However, to ensure standards are maintained, and indeed improved upon, a 'mid-term' assessment was successfully undertaken by South East Employers in March 2017.

5.0 Member Learning and Development Programme 2016-17

- 5.1 Each year a programme of training events, briefings and engagement sessions is arranged for Borough Councillors involving Council Officers, external trainers and other agencies and bodies, such as Surrey Police, NHS Surrey and Surrey County Council. This section summarises the events staged over the past year.
- 5.2 The majority of these events were led by Council Officers, and were thus free of cost to the Council. Outside trainers were used for special events on four occasions (marked with asterisks on this list).

Event	Date
Planning Induction	23 May 2017
Brookwood Cemetery	25 May 2017
Could you be a Councillor?	10 June 2017
Natural Woking – Bats	31 May 2017
Town Centre Development Briefing	5 June 2017
Natural Woking - Swifts	26 July 2017
Waste Collection Contract Briefing	6 September 2017
Introduction to CIPFA	7 September 2017
Theatre Visit and Briefing	13 September 2017
Town Centre Development Briefing	6 November 2017
Ward Work Workshop	8 November 2017

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Workload Management	21 November 2017
Victoria Square Development Briefing	22 November 2017
Emergency Planning Briefing	29 November 2018
Excel Training	23 February 2018
Thameswey Briefing	15 March 2018
Sheets Heath Site Visit	17 March 2018
Ashford & St Peters Hospital	17 April 2018

5.3 Funds are also kept in reserve for events such as conferences, seminars and longer training courses Councillors may wish to attend.

5.4 The expenditure on Member Development in the year 2017-18 to-date is summarised below.

Budget for the year: £7,500

Expenditure to-date:

Excel Training	£125
Planning Training	£1,600
Planning Training	£1,600
Ward Work Workshop	£795
Workload Management	£692.29
CIPFA Training	£152.55
Influencing People Training	£441
Could You Be A Councillor?	£1,089.25
Total	£6,495.09
Balance remaining	£1,004.91

6.0 Member Learning and Development Programme 2018-19

6.1 The programme for the coming Municipal Year is being developed and currently includes the following:

Event	Date
Induction by CMG	9 May 2018
Induction by Democratic Services	10 May 2018
Planning Induction	22 May 2018
General Data Protection Regulation (GDPR) – Computer based training.	May 2018
Licensing Training	12 June 2018
Could You be a Councillor	June 2018
iPad and Mod Gov Training	TBC
Excel Training (2 nd of two sessions)	TBC
Theatre Visit and Briefing	TBC
Carer Support	TBC
Finance Briefing	TBC
Scrutiny	TBC
Thameswey Briefing	TBC

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- 6.2 During the year itself, additional in-house briefings and training events will be arranged. These will include briefing sessions involving partners (for example Police, Thamesway, Surrey County Council departments, the Lightbox, etc). As in past years, briefing sessions on current issues will be arranged as necessary.
- 6.3 There will be a number of training sessions on core skills offered during the year.
- 6.4 Opportunities for training by outside organisations (conferences and seminars etc) will also be offered to Members regularly, usually via Group Leaders.
- 6.5 In the meantime, all Members of the Council are encouraged to submit suggestions for future training or briefing opportunities which could help them in their roles. Officers will be proactive in seeking these suggestions, communicating regularly with Members.

7.0 Could You Be A Councillor? 2018/19

- 7.1 Woking Borough Council will again be hosting an event for individuals interested in standing as a Borough Councillor in 2019. A free workshop for members of public will be held in June 2018. The event will be led by Councillor Kemp and will outline the roles and responsibilities of a Councillor, as well as the practicalities of registering to stand as a candidate. Other Members of the Council have been asked to participate and help in answering any questions raised.
- 7.2 An article promoting the workshop was recently included in the Spring edition of the Woking Magazine, encouraging individuals interested in finding out more about becoming a Councillor to contact the Council. Several expressions of interest have been received since the magazine was published.
- 7.3 A handbook has been developed to provide information for residents interested in finding out more about Councillors, their roles and how to stand in a local election. The handbook is updated annually and made available online and through Could You Be A Councillor Briefings.

8.0 Elected Member Surveys

All Member Survey

- 8.1 The Council undertakes a detailed survey of all Councillors every two years.
- 8.2 The survey was introduced as part of the Council's commitment to Member Development and its objectives under the Charter for Member Development. The survey has been developed specifically for the elected representatives of Woking Borough Council and covers two key areas: Councillors' Roles and Responsibilities; and Member Development. A similar survey was undertaken at the end of 2014. The results will help the Council to improve the programme of development and training on offer to Councillors.
- 8.3 The next survey is due to be undertaken in December 2018.

Retiring Members

- 8.4 A questionnaire will also be sent to those Councillors who step down in May 2018. The questionnaire seeks feedback on their experiences with a view to improving arrangements and facilities for future Councillors. The questionnaire is sent out late May/early June following a Borough election.

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New Members – Six Month Questionnaire

8.5 A feedback form is sent to those Councillors elected to the Borough Council during the May elections to seek feedback on the induction process and the support they have received following their successful election. The information is used to improve future arrangements for newly elected Members.

9.0 Mandatory Training

9.1 At its meeting in October 2017, the Council resolved to introduce a programme of mandatory training for Elected Members be introduced as part of the Council's Learning and Development Programme for Councillors from May 2018.

9.2 Topics to be included in the programme will include:

- Code of Conduct
- Diversity and Equalities
- Finance Training
- Health and Safety (New)
- Induction Training
- Licensing Training
- Planning
- Safeguarding (New)
- Scrutiny (New)

9.3 Where possible training will be provided online (i.e. computer based training) enabling Members to undertake the training at a time most convenient to them. If training is provided through a training course, wherever possible a choice of two sessions will be offered, at least one of which will be held during the evening. This may not always be possible where there are external providers but all endeavours will be made to meet Members' requirements.

9.4 Group Leaders will be encouraged to monitor the attendance of their Members and if necessary review their membership of Committees if they have not attended the relevant mandatory training.

10.0 Online Training

10.1 Officers are investigating the options for online training for Elected Members. The Council has recently, for example, adopted mandatory Safeguarding Children, Young People and Adults training for all Officers, including volunteers, through an on-line provider.

10.2 The Local Government Association has created a range of online modules for Councillors which the Council will review over coming months. These include:

Community engagement and leadership	Considers the important role of a councillor as a community leader and advocate for their local area.
Councillor induction	Provides a useful introduction to the increasingly diverse and complex role of being a local councillor. It looks at the legal framework of councils, considers the different types and structures of councils as well as providing some helpful tips and pointers to those undertaking this role for the first time. It is intended to sit alongside any council specific training

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	provided to provide a national perspective to better inform the local ward or division councillor.
The Effective Ward Councillor	Looks at the key skills of being an effective Councillor including time management, prioritisation of tasks and the importance of effective communication.
An Introduction to Housing	This course will enable Councillors to understand their role in how housing is managed and financed in the public sector.
Licensing and regulation	Looks at why licensing and regulation is necessary, what regulatory services are their role and function and the role of the Councillor in licensing and regulation.
Scrutiny for Councillors	Aimed at councillors who sit on the Overview and Scrutiny Committee of a Council, involved in scrutiny work or wish to learn more about the overview and scrutiny function of a Council.
Planning	An introduction to the planning process and explains the councillor's role in the planning system.

11.0 Induction Training

11.1 The induction training programme currently consists of two evening sessions looking at the corporate priorities and activities and providing practical information to newly elected Members. It is proposed that this programme is reviewed in advance of May 2018 with a view to exploring whether the programme can be expanded to include one or more of the topics identified in the list above, such as code of conduct, health and safety, equalities and finance.

12.0 Implications

Financial

12.1 There are no financial implications arising from this report. The Council has an allocated budget for Member learning and development which is used to employ external trainers and enable Members to attend events away from the Borough. The budget is carefully managed to ensure that it is not overspent. The budget for the current year is £7,500, of which £6,495.09 has been spent to-date. The sum of £1,004.91 remains available for the remainder of the Financial Year.

Human Resource/Training and Development

12.2 This report sets out the extent of the Council's programme of learning and development offered to Councillors and provides an update on the Council's Charter status, the roles and responsibilities of Councillors and the Authority's policy for Member learning and development.

Community Safety

12.3 There are no community safety implications arising from this report.

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Risk Management

- 12.4 There are no risk management issues arising from this report. However, the importance of a comprehensive training programme in regard to risk management is emphasised.

Sustainability

- 12.5 There are no sustainability issues arising from this report.

Equalities

- 12.6 There are no equalities issues arising from this report. The Council has specifically appointed a panel of three cross-party Councillors to lead on elected Member learning and development for the Authority to ensure that the programme is tailored to all Borough Councillors.

Safeguarding

- 12.7 There are no safeguarding issues arising from this report.

13.0 Consultations

- 13.1 This report has been prepared in consultation with the three Lead Members for elected Member learning and development.

REPORT ENDS

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Protocol for Cross Party Engagement in the Development of the Learning and Development Programme for Elected Members.

2018/19

In May 2015, Woking Borough Council disbanded its cross-party Panel for Member Learning and Development, noting that the elements overseen by the Panel had become embedded in the processes and services of the Council. The Council appointed Councillor Colin Kemp as Lead Member for Member Learning and Development.

Officers will work with Councillor Kemp over the year on managing and further developing the Council's approach to Member Learning and Development. This Protocol has been drawn up to define the role of the Lead Member and put in place measures to ensure that a cross-party approach is maintained following the decision to disband the Panel. Expectations of the roles played by Group Leaders are also referred to in the Protocol.

-
- The Lead Member to work with Officers in developing and taking forward new initiatives and approaches in Member learning and development.
 - The Lead Member to lead on the annual review of the Member Learning and Development Policy and to present the Policy to Council on an annual basis.
 - The Lead Member to oversee the continuing development of the Member Learning and Development Framework, presenting the Framework to the Executive and/or Council if necessary.
 - The Lead Member to champion Member learning and development across the authority, including opposition Members.
 - The Lead Member to promote the Council's Charter for Elected Member Development through South East Employers, ensuring that any outcomes arising from the three year reassessments and mid-term assessments are taken forward.
 - Cross-party support to be sought for all elements of the Council's Learning and Development Policy.
 - The Lead Member to ensure that opportunities for learning and development are available to all elected Members, regardless of political affiliation.

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- The Lead Member to ensure that the Council ensures the equality of the Learning and Development Programme, with timing of events to take into account cultural and personal circumstances.
- The Lead Member to champion a wide range of delivery methods to meet the learning styles of Councillors.
- Opposition Groups to be consulted on new learning and development initiatives before their introduction.
- Group Leaders to be consulted on specific requests or proposals for training opportunities received from elected Members, the Lead Member or Officers.
- The Lead Member to review the feedback received from post event questionnaires, the Member Surveys, the surveys of newly elected Councillors and the surveys of recently retired Councillors.
- Group Leaders to promote learning and development opportunities amongst the Members of their political group.
- Group Leaders to review the learning and development needs within their political group and identify any gaps in the programme of events.
- Group Leaders to promote the Council's Learning and Development Framework and the Roles and Responsibilities of Councillors to the Members within their political group.
- The Lead Member to promote and support the annual 'Could You Be A Councillor' event targeting individuals interested in seeking office as a Borough Councillor.
- The Lead Member to monitor the Council's budget for the learning and development programme.
- The Lead Member to monitor Member attendance at the learning and development events, raising any concerns with the relevant Group Leaders if necessary.
- The Lead Member to oversee the development of a strategic approach and comprehensive programme of events in anticipation of the May 2016 all-out elections.
- The Lead Member to monitor the progress of the Elected Member Learning and Development action plan.

Member Learning and Development

Councillor Colin Kemp	Lead Member for Member Learning and Development
Councillor I Johnson	Liberal Democrat Group Representative
Councillor M I Raja	Labour Group Representative
Councillor J Bond	Independent Group Representative
Frank Jeffrey	Democratic Services Manager

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Woking Borough Council

Member Learning and Development Policy 2018/19

Revised April 2018

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Introduction

Woking Borough Council is committed to the training, development and learning of the elected Members throughout their terms of office, from the point at which they first express an interest in standing as a Borough Councillor to their retirement from public office. Elected Members are integral to achieving the Council's aims and strategic objectives and to the delivery of high quality services.

The Council recognises that Members have different skills and expertise gained through employment and life which can all be used for the benefit of the Council and the community as a whole. As such, Woking Borough Council is keen to enable Members to access as many development opportunities as possible to make them effective in their ever changing role as a Councillor.

Member development can have a significant impact on the performance of the organisation. Well-equipped Members are able to contribute to the running of the Borough, and can deal with the challenges and changes faced by the organisation.

The Member Development Policy applies to all elected Members. It also applies to any co-opted Members, including the Independent Co-Opted Members of the Standards and Audit Committee and the Council's Independent Person. The implementation of this Policy is being led by the Lead Members for Member learning and development.

The Council's Vision and Values

The Council's Vision is 'Towards Tomorrow Today.' It means:

- achieving things and looking to improve;
- having a forward-thinking attitude;
- building on what is good today; and
- planning and working for the future.

The vision demonstrates that the Borough Council is an organisation that:

- achieves things and looks to improve;
- aims to be innovative and have a forward-thinking attitude, building on what is good today; and
- plan for, and work towards, the future.

This Vision is supported by a statement of intent about shaping the Council's future, comprising a number of value aims under the three key thematic areas of:

- **PEOPLE** - A healthy, inclusive and engaged community
- **PLACE** - An enterprising, vibrant and sustainable place
- **US** - An innovative, proactive and effective Council

The Council's Priorities

Woking Borough Council provides a wide range of services and facilities and, to ensure that its resources are used in the most effective way, has to set priorities. The Council's focus is on four key priority areas:

- decent and affordable housing
- economic development
- the environment
- health and well-being.

Woking's Community Strategy

Our Community Strategy sets out a number of aims under six key themes identified by the community:

- A **strong community spirit** with a clear sense of belonging and responsibility;
- A clean, healthy and safe **environment**;
- A **transport system** that is linked and accessible, recognising Woking's potential as a transport hub;
- Access to **decent, affordable housing** for local people and key workers;
- A community which values **personal health and well-being**; and
- Provide opportunities and encourage people to **participate in learning** throughout their lives so they progress and reach their full potential.

The Role of Members

The locally elected Councillor has a key role in achieving improved outcomes in the community. As Elected Members (Members) of the Council they have to perform a multi faceted role of Community Leader, Community Representative and Community Champion.

In these roles Members have a key part to play in achieving the Council's Service and Performance Plan and in helping it make its contribution to the Community Strategy. The participation by Members in learning will help them reach their full potential and equip them to fully contribute to the delivery of the Service and Performance Plan and the Community Strategy objectives and key priorities.

The purpose of the Member Development programme is to provide a supportive environment to enhance the knowledge, capabilities, and experiences which individual Members identify are required to enable them to perform the Members' role.

All Members have individual responsibility to:

- Identify their own learning and development needs and to seek opportunities to improve their effectiveness and increase their potential.
- Share their knowledge and skills with the peers.
- Review and evaluate learning and development activities so as to apply increased knowledge, skills and personal qualities developed through those activities.

Group Leaders are responsible for ensuring that their Members have the necessary skills, knowledge and competencies to carry out their Council and community responsibilities. They are

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primarily responsible for ensuring that Members participate in the training and development activities which are necessary to enable them to do so, and to achieve the Council's aims and objectives.

The Council's Commitment to Member Development

By signing up to the South East Charter for Elected Member Development, the Leader of the Executive, the Group Leaders and the Chief Executive of Woking Borough Council, have demonstrated a clear commitment to improving and sustaining the standards of Member development within the Council.

The Council is committed to supporting Members in their role and view the achievement of the South East Charter for Elected Member Development as an important recognition of its efforts. In support of the development of all its elected Councillors to ensure that they are able to meet all the challenges that face them through the wide range of roles and responsibilities they hold, Woking Borough Council is committed to ensuring that:

- all Councillors have access to appropriate learning and development activities to enable them to acquire the skills and knowledge required to be an effective elected Member.
- a planned and structured approach to elected Member learning and development is taken.
- access to learning and development activities is equitable to all.
- learning and development should be linked, wherever possible, to the roles and responsibilities of Members.
- Members are supported in developing their roles as Ward Representatives and as Community Leaders.
- Members' capacity is developed to formulate and keep under review the Council's Policies and Strategies.
- a Member led strategic approach to development is adopted through the Lead Members for learning and development.
- citizenship and a good work-life balance is promoted.
- Member learning and development activities should be adequately resourced and within available budgets.
- Members should be encouraged to identify their own development needs and participate fully in learning and development activities.
- all Members are provided with a development framework to help identify learning and development needs.

In furthering these objectives the Council will ensure that:-

- Member development will take place within a structured process, having regard to the needs of the individual and to corporate objectives;
- Members will be offered equal access to development opportunities regardless of their physical circumstances, ethnicity, race, gender, sexuality, age or religion;
- Member development will be provided and monitored in a way that is respectful to the dignity and privacy of individual Members;
- Member development opportunities will promote work/life balance, community engagement and good citizenship;
- development resources, activities and processes will give Members the knowledge, capabilities, opportunities, networks and experiences they need to fulfil their role as effectively as possible; and

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- development resources, activities and processes will be regularly monitored by Members and officers to ensure effectiveness.

Mandatory Training for Elected Members

In October 2017 the Council agreed to introduce a programme of mandatory training for Elected Members, to be made available online where possible. Topics identified for the programme, together with their frequency and the target Members, are outlined below. Delivery of the programme will start in the 2018/19 Municipal Year.

Training	Code of Conduct
Frequency	Once during each four year term of office.
Required	All Members.
Delivery format	In-house training session.

Training	Diversity and Equalities
Frequency	Once during each four year term of office.
Required	All Members.
Delivery format	In-house training session.

Training	Finance Training
Frequency	Once during each four year term of office.
Required	All Members.
Delivery format	In-house training session.

Training	Health and Safety (New)
Frequency	Once during each four year term of office.
Required	All Members.
Delivery format	In-house and/or external training provider.

Training	Induction Training
Frequency	Once.
Required	Newly elected Members. Re-elected Members to be encouraged to attend.
Delivery format	In-house training.

Training	Licensing Training
Frequency	Annual, as part of the agenda for the first meeting of the Committee.
Required	All Members of the Licensing Committee and Portfolio Holder and Shadow Portfolio Holder for Licensing Services.
Delivery format	In-house training.

Training	Planning
Frequency	Annual.

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Required	All Members of the Planning Committee, Portfolio Holder and Shadow Portfolio Holder for Planning Services.
Delivery format	In-house and/or external training provider.

Training	Safeguarding (New)
Frequency	Once during each four year term of office.
Required	All Members.
Delivery format	In-house and/or external training provider.

Training	Scrutiny (New)
Frequency	Annual, as part of the agenda for the first meeting of the Committee.
Required	All Members of the Overview and Scrutiny Committee.
Delivery format	In-house and/or external training provider.

Policy Implementation

The Council has appointed Elected Members from each Political Group to take forward the Council's programme of Member learning and development. These Lead Members for Member Learning and Development are charged with the responsibility of undertaking and maintaining a self assessment and developing and keeping under review a Learning and Development Plan for Members. The Lead Members are:-

- Councillor Colin Kemp
- Councillor Ian Johnson
- Councillor Ilyas Raja
- Councillor John Bond

Support for the Lead Members is provided by the Council's Democratic Services Team.

The Lead Members are responsible for monitoring the Council's Member Development programme and identifying any new development opportunities. The Lead Members oversee the budgets and promote Member Development amongst the political groups. Furthermore, any feedback received on the development programme, whether from serving Councillors, newly elected Councillors or recently retired Councillors, is reported to the Lead Members, with any matters of concern or improvement highlighted. The majority of the work on Member Development is undertaken in consultation with the Lead Members by email or telephone; however, meetings are arranged when necessary.

The responsibilities of the Lead Members include:

- Helping their peers to identify and find opportunities to meet their learning and development needs.
- Creating an environment that encourages self-development and continuous learning and the sharing of knowledge and skills amongst the Members in the political groups.
- Evaluating investment in learning and development and participation by Members.
- Monitor feedback from Members on the learning and development programmes provided by the Council.
- Regularly review the Council's Member Development Policy.

Member Development Support and Resources

Core support for the Member Development programmes of the Council is provided by the Officers within the Council's Democratic Services Team, in consultation with the Lead Members.

The Council has a dedicated Member Development Budget which covers the costs external training and development programmes, including conferences, briefings and training events. The programme of externally provided events is supported by an extensive range of events provided by Officers and Members. The full cost of all learning and development is identified and monitored by the Council's Democratic Services Team and is reported to the Lead Members.

The Democratic Services Manager is responsible for:

- supporting the Lead Members for learning and development.
- preparing the annual Learning and Development Programme and report as required by the Lead Members for learning and development.
- organising, and in some cases providing, learning and development as identified in the Learning and Development Plan.
- maintaining the Councillors role descriptions and responsibilities, the Councillors Development Framework and the Council's 'Could You be a Councillor' document.
- managing the Member Development budget.
- making the necessary arrangements for the booking of courses and other development events.
- liaising with Corporate Management Group and Business Managers to identify future development topics.