

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, the impacts from Covid-19, 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.

Recommendations

The Council is requested to:

RESOLVE That

- (i) the Elected Member learning and development activities of 2020-21 be noted; and
- (ii) the Policy for Elected Member Learning and Development, as set out in Appendix 2 to this report, be noted.

The Council 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 taken a different approach to members training and development, the events and briefings have been held virtually due to the Covid-19 restrictions and social distancing measures. The Borough elections scheduled for May 2020 were postponed to 2021 and as a result no new Councillors were elected and annual training sessions, such as inductions and Committee training were not undertaken, recognising that Councillors had received the training in the previous year.
- 1.2 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 from 2019/20 continued their responsibilities for 2020/21 and are Councillor Kemp, Councillor Leach, Councillor Raja and Councillor Bond. The same protocol was adopted for Councillor Kemp as 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 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. A copy of the updated Policy is attached at Appendix 2 to this report; no substantial changes are proposed.

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 (SEE), 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

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quality assurance to the local community that Members have the skills and expertise required of the role of Elected Member.

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. The 2015 assessment was again successful and the Council retained the recognition for a further three years.

4.5 In November 2018 the Council, in consultation with the 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 6 February 2019 the Chairman of South East Employers, Rory Love OBE, formally presented the Mayor with the Charter certificate.

4.6 The Council now holds the Charter for two years, with a further detailed assessment to be undertaken later in 2021/early 2022 if the Council is to achieve reaccreditation. The mid-term assessment with South East Employers that was scheduled for 2020 was cancelled due to Covid-19 and the focus would be on the full assessment later in the year.

4.7 As part of the Charter Mark assessment, feedback was received from South East Employers on the Council's performance. The Assessors noted Woking Borough Council's strengths which included excellent feedback from Councillors on the Democratic Services Team, the highly valued new Councillor Induction Programme, Mandatory Member Development and having the Lead Member Role in place across the four Political Groups.

4.8 The Assessors identified future priorities for the Council and encouraged the Authority to consider seeking the Charter Plus Mark. The Assessment had highlighted areas for improvement, including increasing Member engagement, joining together the Leaders one to one meetings with Member Development Corporate Development Programme and the suggestion of webcasting training events with a view to making the recordings available to those Councillors who could not attend the session.

5.0 Member Learning and Development Programme 2020/21

5.1 Each year a programme of training events, briefings and engagement sessions is arranged for Borough Councillors and typically involves Council Officers, external trainers and other agencies and bodies, such as Surrey Police, NHS Surrey and Surrey County Council. However resources had been redirected during the pandemic and therefore only essential briefings and training sessions were held. As the 2020 Election was cancelled and no new Councillors were elected, all members had already received the correct training for their roles and responsibilities from the previous year. Members adapted, quickly and impressively, to

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the paperless approach to working and training sessions were provided virtually via Zoom. This section summarises the events held over the past Municipal 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 two occasions (marked with asterisks on this list). Funds are also kept in reserve for events such as conferences, seminars and longer training courses Councillors may wish to attend.

Event	Date
Member Briefing: Land at Goldsworth Road	2 June 2020
Member Briefing: McLaren – Property & Financial background	22 July 2020
Member Briefing: McLaren Proposals	27 July 2020
Member Briefing: McLaren - Report to Council	29 July 2020
Member Briefing: Wellbeing Strategy briefing and discussion	16 September 2020
Could You be a Councillor? Event	23 September 2020
Member Briefing: Land at Goldsworth Road	18 November 2020
ACM: Media training for newly elected Leader*	December 2020
OSC Workshop: Viability in Planning Assessments*	21 January 2021
Member Briefing: Victoria Square	21 January 2021
Member Briefing: Viability Assessments in Planning Applications	1 February 2021
Member Briefing: Victoria Square - Report to Council	10 February 2021

Annual Budget

- 5.3 The expenditure on Member Development in the year 2020/21 to-date is summarised below. The annual budget is £7,500.

Event	Cost (excluding VAT)
ACM: Media training for newly elected Leader	£799
Could you be a Cllr? Event (marketing materials)	£120
OSC Workshop: Viability Assessments in Planning Applications	£1,185
Total Costs	£2,104

Leadership Development

- 5.4 In 2017/18 the Council approached Korn Ferry, a company specialising in leadership and management development training, to draw up a programme aimed at the Senior Officers of Woking Borough Council. The programme was extended in 2018 to include the members of the Executive. The objective of the Member programme is to achieve a greater level of strategic thinking and cohesion across the Members of the Executive. The work will equip the Councillors (and Senior Managers) to think about, and plan for, future challenges, including succession planning. It was anticipated that the training would be made available for opposition members in the near future.

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- 5.5 The programme includes a personality questionnaire to create individual profiles, feedback sessions three development sessions, looking at the different management techniques and styles that will assist the Councillors in their duties.
- 5.6 In view of the one-off cost of the training programme, the programme was reported in the Green Book as follows:

“The Council is currently working with an external organisation to undertake a comprehensive learning and development programme for Senior Managers of the Council and the Members of the Executive. The aim is to build on the capability and resilience of the management of the Borough Council to ensure that it has the ability to cope with the challenges and changes for local government up to 2021/22. It was anticipated that this one-off project would create a significant stretch for the Council's training budgets; however it was felt that the budgets should not be inflated unnecessarily. The cost of the training programme for Senior Managers and the Members of the Executive has therefore led to an overspend in the current year in the Member learning and Development budget and Staff training budget. The Council continues to support all officers with learning opportunities to ensure our knowledge and skill levels are fit for purpose.”

6.0 Member Learning and Development Programme 2021-22

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

Event	Date
Induction by CMG (Mandatory)	12 May 2021
Induction by Democratic Services	13 May 2021
General Data Protection Regulation (GDPR) – Computer based training (Newly Elected Cllrs).	May 2021
Safeguarding (Mandatory)	(E-learning) May 2021
Scrutiny (Mandatory)	26 May 2021
Planning (Mandatory)	25 May 2021
Code of Conduct (Mandatory)	TBC
IPad and Mod Gov Training	June 2021
Health and Safety (Mandatory)	1 June 2021
Licensing Training (Mandatory)	15 June 2021
Diversity and Equalities Training (Mandatory)	24 June 2021
Tree Strategy	30 June 2021
Member Briefing: ASB & Community Triggers	14 July 2021
Finance Briefing (Mandatory)	TBC
Could You Be a Councillor? Event	TBC

- 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.

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- 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 Mandatory Training

- 7.1 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. The training for each committee was mandatory for those members sitting on it however other members were able to attend the training if it were of interest to them.

- 7.2 Topics included in the programme are:

- Code of Conduct
- Diversity and Equalities
- Finance Training
- Health and Safety
- Induction Training
- Licensing Training (for members of the Licensing Committee)
- Planning (for members of the Planning Committee)
- Safeguarding
- Scrutiny (for members of the Overview and Scrutiny Committee)

- 7.3 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. Details of attendance at events over the past year are set out in Section 9.0 of this report.

8.0 Online Training

The Council had previously agreed that, where possible, training would be provided online (i.e. computer based training) enabling Members to undertake the training at a time most convenient to them. In May 2018, all Members of the Council were asked to complete an online training module on the General Data Protection Regulation.

- 8.1 The online training was provided through the Local Government Association which operates a series of modules aimed at Councillors, including the following list. Officers will continue to explore the potential of online training.

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.
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.

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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.
GDPR	Training for Councillors on the General Data Protection Regulation.

- 8.2 Safeguarding training had been provided for members in 2019, in the form of an e-learning document that was recommended by the Human Resources department. Members were asked to read the document thoroughly and confirm by email once they had read and understood the document. This worked well as no logins were required, members could read the document in their own time and it was distributed via email – therefore providing easy access and no cost.

9.0 Attendance at Training Events/Briefings

Mandatory Training

- 9.1 Set out below are details of the training provided to Councillors under the mandatory programme over the past year. Attendance figures for all events across the year are set out in Appendix 3 to this report.

Finance Training

- 9.2 It should be noted that, under the approach adopted by the Council, all Councillors should attend at least one Finance Training session during their four year term. The training is typically held annually however it was not held during the 20/21 municipal year due to Covid-19 however officers have provided up to date information to Full Council.

GDPR

- 9.3 Councillors were invited to complete an online training module on the impact and requirements of General Data Protection Regulation in May 2018. The training was provided through the Local Government Association which provides online training free of charge. In view of the nature of GDPR, the online training was highlighted as mandatory for all Councillors. Councillors were also offered a drop-in session during which they could complete the module and seek the support of Officers if necessary (eight Councillors attended the drop-in session). To-date, 25 of the Borough Councillors and Claire Storey (Independent Co-opted Member) have completed the module. An invitation will be sent to all members following the May 2021 election, to ensure that new councillors had the opportunity to complete the training and also to provide refresher training for existing members.

Induction Training

- 9.4 The Council identified Induction as an area that should be classed as mandatory. The induction training programme currently consists of two evening sessions looking at the

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corporate priorities and activities and providing practical information to newly elected Members. The dates of the Induction sessions are shared with the Political Groups in advance of the election and since 2019 they are identified as mandatory. As there election was cancelled due to Covid-19 no inductions were conducted in the 20/21 municipal year, however dates have been scheduled for May 2021.

Licensing Training

- 9.5 Nine of the ten Members of the Licensing Committee attended the mandatory licensing training for the Members of the Committee on 11 June 2019. No training was scheduled within the last year due to Covid-19 however training for the 21/22 municipal year will be held on the evening of the first scheduled meeting of the Licensing Committee on 15 June 2021. It is intended to employ an external provider for training for the Committee Members in the future.

Planning Training

- 9.6 The last Planning Training was held on 21 May 2019 and was highlighted as mandatory for the Members of the Planning Committee. The training was provided by Planning Officers and is held annually to ensure that the Members are kept informed of the latest guidance. Due to Covid-19 the Planning training was cancelled in 2020/21 but has been scheduled prior to the first meeting of the Planning Committee in the 2021/22 municipal year. Members received training on viability assessments in planning applications on 1 February 2021, 19 councillors attended and the private webcasting was shared with all members, along with the presentation slides.

10.0 Could You Be A Councillor? 2020/21

- 10.1 Woking Borough Council hosted an event for individuals interested in standing as a Borough Councillor in 2021. The workshop was free to attend and it was held virtually on 23 September 2020. The event was led by Cllr Elson, with support from Cllr Leach. The roles and responsibilities of a Councillor were outlined, as well as the practicalities of registering to stand as a candidate.
- 10.2 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.

11.0 Elected Member Surveys

All Member Survey

- 11.1 The Council undertakes a detailed survey of all Councillors every two years.
- 11.2 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 2018. The results will help the Council to improve the programme of development and training on offer to Councillors.
- 11.3 The next survey was due to be undertaken in December 2020 however it has been rescheduled for 2021.

Retiring Members

- 11.4 A questionnaire will also be sent to those Councillors who step down in May 2021. The questionnaire seeks feedback on their experiences with a view to improving arrangements and

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facilities for future Councillors. The questionnaire is sent out late May/early June following a Borough election.

New Members – Six Month Questionnaire

- 11.5 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.

12.0 Implications

Financial

- 12.1 There are no financial implications arising from this report. The Council has an allocated budget (£7,500) 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.

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.
- 12.3 The Council will seek to promote joint training opportunities for Members and Officers in the coming years to enable them to share experiences, develop closer working relationships and to provide new ideas and support where required.

Community Safety

- 12.4 There are no community safety implications arising from this report.

Risk Management

- 12.5 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

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

Equalities

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

Safeguarding

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

13.0 Consultations

This report has been prepared in consultation with the 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.

2021/22

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.

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. Officers will work with the Lead Member for Elected Member Development over the year on managing and further developing the Council's approach to Member Learning and Development.

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- 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.
 - 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.

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- 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

Contact Details

The Council's Learning and Development Programme is managed by Hanna Taylor, Democratic Services Officer, Telephone 01483 743056 or email hanna.taylor@woking.gov.uk



Woking Borough Council

Member Learning and Development Policy 2021/22

Reviewed April 2021

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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.

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- 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 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.

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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
- 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.

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	General Data Protection Regulation
Frequency	Once, at the start of the Councillor's first term of office.
Required	All Members.
Delivery format	Online.

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

Training	Scrutiny
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.

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

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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 Team 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.

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Appendix 3

2020/21 Attendance at Training

Event	Date	Attendance
Member Briefing: Land @ Goldsworth Road	02 June 2020	17
McLaren - Property and Financial Background	22 July 2020	22
McLaren Proposals - report to Council	27 July 2020	21
McLaren Proposals	29 July 2020	21
Wellbeing Strategy Briefing and Discussion	16 September 2020	12
CYBAC Event	23 September 2020	2
Land @ Goldsworth Road	18 November 2020	15
OSC Workshop: Viability in Planning Applications	21 January 2021	3
Member Briefing: Victoria Square	21 January 2021	19
Member Briefing: Viability Assessments in Planning Applications	1 February 2021	19
Member Briefing: Victoria Square - Report to Council	10 February 2021	20