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To: The Chair and Members  
of the Member  
Development Steering  
Group

County Hall  
Topsham Road  
Exeter  
Devon  
EX2 4QD

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Date: 30 January 2024

Contact: Charlie Fisher

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### **MEMBER DEVELOPMENT STEERING GROUP**

Wednesday, 7th February, 2024

A meeting of the Member Development Steering Group is to be held on the above date at 10.30 am at MS Teams - Virtual Meeting to consider the following matters.

Donna Manson  
Chief Executive

### **A G E N D A**

#### **PART ONE - OPEN COMMITTEE**

1 Apologies

2 Minutes (Pages 1 - 4)

To agree the previously circulated minutes of the meeting held on Friday 6<sup>th</sup> October 2023 as a correct record.

3 Items Requiring Urgent Attention

Items which in the opinion of the Chair should be considered at the meeting as matters of urgency.

#### **MATTERS FOR CONSIDERATION OR REVIEW**

4 Member Learning and Development Log (Pages 5 - 6)

To appraise Members of the learning and development activity that has taken place since the last Steering Group meeting and of learning and development opportunities available going forward.

5 Governance Review

Verbal update from the Director of Legal and Democratic Services.

6 Draft 2024 Member Development Strategy (Pages 7 - 28)

To review the proposed 2024 Member Development Strategy and provide any feedback to the Member Development strand of the Governance Review. The 2021/25 Strategy and updated 2024 Strategy are provided, along with Member's feedback from the All Member Day in November 2023.

**MATTERS FOR INFORMATION**

7 Dates of Future Meetings

As shown in the calendar of meetings at  
<http://democracy.devon.gov.uk/mgCalendarMonthView.aspx?GL=1&bcr=1>

The next meeting is Thursday 13<sup>th</sup> June 2024 at 10:30am.

**PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PUBLIC AND PRESS**

Nil

*Members are reminded that Part II Reports contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). They need to be disposed of carefully and should be returned to the Democratic Services Officer at the conclusion of the meeting for disposal.*

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Members of the public may also use social media to report on proceedings.

### **Declarations of Interest for Members of the Council**

It is to be noted that Members of the Council must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

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### **Mobile Phones**

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**Induction Loop available**



## MEMBER DEVELOPMENT STEERING GROUP

6 October 2023

### Present:-

Councillors M Asvachin, J Bailey, J Berry, A Connett, L Hellyer, C Leaver, A Saywell (Chair) and C Slade

### Apologies:-

Councillors M Hartnell, L Samuel and D Sellis

Members attending in accordance with Standing Orders 8 and 25

## 2 Minutes

**RESOLVED** that the minutes of the meeting held on Thursday 15<sup>th</sup> June 2023 were agreed to as a correct record of the meeting.

## 3 Items Requiring Urgent Attention

There were no items requiring urgent attention.

## 4 Governance Review - Member Development

The Director of Legal and Democratic Services re-appraised Members of the Member Development Strategy 2021-2025 in order to collect their feedback for the Member Development stream of the Governance Review.

The Director wanted to start the discussion on Member Development and ensuring that Members have what they need to meet their training and development needs. Members are aware that the Member Development Strategy is reviewed every 4 years after the Council's quadrennial elections.

Comments and discussion areas included:

- Help and advice on dealing with challenging conversations and interacting with consistent online and on social media.
- Safeguarding training for Councillors.
- The need for general, basic and additional IT training for the systems used by the Council and the systems that Councillors need to use to be effective e.g Outlook tips and Sharepoint.

# Agenda Item 2

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MEMBER DEVELOPMENT STEERING GROUP

6/10/23

- The need to work together with other Councils in Devon to pool resources on shared areas of training e.g. Equalities. The Director highlighted the shared service for Member Development and commented that she was going to work more closely with her Monitoring Officer colleagues on shared training needs.
- Ensuring the differentiation between training and development needs are met.
- Ensuring the differentiation between training for Officers and Members, Members need different skills and sessions for the roles they do.
- Ensuring wellbeing support was available for Members.
- How we work more closely with external providers such as the LGA and South West Councils, as many of their webinars and events are fully subsidised for Councillors.

Councillors discussed wellbeing and the role of being a local Councillor, working with services and their local community including dealing with resident's complaints. Councillors raised particular issues with Highways and how improving services would reduce the casework they receive. Officers commented that a draft Member Officer Protocol had been discussed at the Governance Review Working Group and to raise any concerns they had with either the Monitoring Officer or Democratic Services Team.

Officers commented that because the 2021 Induction was delivered largely online, and although well received at the time, there was a need to go back over some of the basic elements of the training. There is need to determine what is mandatory training (e.g. safeguarding and data protection) and what are additional pieces of training for Members.

Overall, the Director reflected some of the feedback received at the meetings including:

- The need for shorter, bitesize training for some of the basics due to the large amount of information Members receive.
- That the Council should offer training in person, online, in hybrid meetings and in different locations to meet the needs of Members.

The Director thanked Members for the comments and added that she would ask Members again for their feedback at the upcoming All Member Day on 28<sup>th</sup> November. The Director agreed to come back to the next Meeting with some more information, any additions to the Strategy and how the strategy would be implemented in the future.

## 5 **Member Learning and Development Log**

The Deputy Head of Democratic Services and Scrutiny Officer appraised Members of the training and development opportunities since the last meeting and the future training and development opportunities.

The report highlighted the previous masterclasses and member briefings that had taken place since the last steering group meeting and the upcoming opportunities.

Officers highlighted the Council's personal development plan (PDP) offer and the ability for Members to have an officer to discuss concerns and problems with. Areas covered as part of the sessions include digital skills and resilience. Officers highlighted that these sessions continued and welcomed Members to get into contact to set one up.

## 6 **Member Wellbeing Survey**

Members were asked if the Steering Group wished to run a 5<sup>th</sup> Member Wellbeing Survey and determine the questions to ask Members.

Members felt it was important to gauge the wellbeing of Members but also to ask Members for feedback on a range of issues to inform the Member Development Strategy.

Members suggested the following areas for questions:

- Knowing where to go to get answers?
- Know where to get information you need?
- Working with service areas.
- Getting issues resolved for residents.
- The organisation as a whole.

The Director offered to collect information, feedback and the views of Members at the upcoming all Member Day.

## 7 **Dates of Future Meetings**

Members noted the dates of future meetings, as shown in the calendar of meetings at <http://democracy.devon.gov.uk/mgCalendarMonthView.aspx?GL=1&bcr=1>.

The next Steering Group meeting is 7<sup>th</sup> February 2024.

### **NOTES:**

1. *Minutes should always be read in association with any Reports for a complete record.*
2. *If the meeting has been webcast, it will be available to view on the [webcasting site](#) for up to 12 months from the date of the meeting*

\* **DENOTES DELEGATED MATTER WITH POWER TO ACT**

The Meeting started at 10.31 am and finished at 11.50 am

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MEMBER DEVELOPMENT STEERING GROUP

6/10/23



# Member Development Steering Group Training and Development Log

## 1. Member Training and Development Log

October 2023 - February 2024

<b>Session Title</b>	<b>Topic</b>	<b>Date and Time</b>	<b>Target Audience</b>	<b>Attendance</b>
CIRS Scrutiny Masterclass	Serious Violence Duty	Thursday 5 <sup>th</sup> October @ 10am	All Members	11
CIRS Scrutiny Masterclass	Local Nature Recovery Strategy	Tuesday 24 <sup>th</sup> October @ 2pm	All Members	13
Health and Adult Care Scrutiny Masterclass	NHS 111	Wednesday 1 <sup>st</sup> November @ 10am	All Members	12
Children's Scrutiny Masterclass	Parent Carer Forums	Tuesday 7 <sup>th</sup> November @ 2pm	All Members	11
Health and Adult Care Scrutiny Masterclass	Annual Public Health Report 2022/23	Monday 27 <sup>th</sup> November @ 11:30am	All Members	13
Health and Adult Care Scrutiny Masterclass	Torbay and Devon Safeguarding Adult Partnership	Wednesday 6 <sup>th</sup> December @ 10am	All Members	13
All Member Development Session	Risk Management Refresher	Tuesday 12 <sup>th</sup> December @ 10:30am	All Members	14
Member Learning	Disability Training	Thursday 4 <sup>th</sup> January	Cabinet and Health Scrutiny Members	5
Children's Scrutiny Masterclass	Fostering Services and Mockingbird	Monday 8 <sup>th</sup> January @ 1pm	All Members	11

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Member Development Steering Group  
Wednesday 7<sup>th</sup> February 2024

## 2. Upcoming sessions

February 2024 - June 2024

<b>Session Title</b>	<b>Topic(s)</b>	<b>Date and Time</b>
Children's Scrutiny Masterclass	TBC	Tuesday 5 March @10:30am
All Member Development Session	Devon and Torbay CCA Proposed Devolution Deal	Monday 11 <sup>th</sup> March @ 10:30am
Health and Adult Care Scrutiny Masterclass	TBC	Friday 15 <sup>th</sup> March @ 10:30am
CIRS Scrutiny Masterclass	Future delivery model for highways maintenance – in person	Thursday 18 <sup>th</sup> April
Children's Scrutiny Masterclass	Work Programme Session	Tuesday 4 <sup>th</sup> June @ 10:30am
All Member Development Session	TBC	Tuesday 11 <sup>th</sup> June @ 10:30am



## **Devon County Council Member Development Policy 2021-2025**

### **1. Introduction**

The world of local government is rapidly changing and can place exceptional demands on its leadership. Members undertake a variety of complex roles and play a critical part in shaping future services for the benefit of the community and determining how these are delivered.

Devon County Council is committed to supporting the development of all Elected Members providing a programme of development opportunities that assists individuals to perform effectively in their role both as community leaders and as representatives of the County Council. Members take a leading role in their development both individually by engaging with the process and strategically through the Member Development Steering Group

### **2. Key Principles**

Through the processes in place to deliver Member Development we will ensure that:

- ❖ A comprehensive programme of development will support the delivery of the Council's priorities and meet individual learning needs as they evolve through the life of the Council.
- ❖ Development activities will be consistent with Equality and Diversity policies and deliver best value. They will be organised and delivered to align with core principles and behaviours as well as addressing the skills and knowledge requirements outlined in the Devon Members' Skills Framework and Senior Leadership Framework.
- ❖ Where possible local and national development initiatives will be utilised, including the LGA Leadership Academy, LGA online resource hub and the Shared Member Development Service.
- ❖ Tools are developed, utilised, and evaluated to support the development of elected Members.
- ❖ The process is Member owned and driven through the Member Development Steering Group. Individuals will be encouraged to take an active involvement in their own learning and development.

### **3. How we deliver this?**

Members will always be at different stages in their political careers, skills and knowledge will be different for each individual and their requirements for

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development will vary. The learning and development programme will recognise this and assist in their development through the following processes:

## 3.1 Strategic Direction

The Member Development Steering Group will be responsible for setting the strategic direction for Member Development which will be implemented on their behalf by officers. This cross-party group will be chaired by the Cabinet Member with responsibility for Member Development and made up of other members representing geographical areas of Devon and providing political balance. The group will meet at least 3 times per year to discuss all aspects of Member development.

Group leaders will actively encourage party Members to agree personal development plans and participate in development activities. They will also be responsible for identifying suitable nominations for national/local conferences and external training opportunities.

## 3.2 Prior to Election

A variety of methods will be used to communicate with prospective candidates providing information about the role and how they will be supported should they be successful.

## 3.3 Induction

A comprehensive Induction Programme will be delivered following elections for new and returning Members. Skills and knowledge will be delivered in a timely manner using a variety of methods to allow for equality of access. The programme will cover the full range of activities that a Member will undertake and will be delivered incrementally to avoid overloading.

Preparations for the induction programme will take place in good time and will be influenced by feedback from the evaluation of the previous induction and good practice from other authorities.

## 3.4 Identifying development needs

All Members will be offered an annual personal development interview as a tool to identify their personal development needs. Members will be asked to use the Devon Members' Skills Framework to self-assess against, prior to the interview. A personal development plan will be produced for each Member, and this will form the basis of the Annual Members Learning and Development Plan.

Senior Leadership Development will be supported to identify their learning and development needs using the Devon Members Senior Leadership Skills Framework which includes a 360-degree review process

Organisational requirements to provide learning and development to Members will be considered through officer networks, existing committees, and the Member Development Steering Group.

## 3.5 Delivery of learning and development

Learning and development activities will be commissioned to meet individual committee and corporate development priorities.

- Generic skills to enable effective working as a councillor
- Service driven activities to support corporate priorities and committee roles
- Knowledge to support robust decision making
- Community leadership to enhance the community role
- Advanced development activities to enhance leadership skills
- Skills to meet new ways of working resulting from the changing shape of local government

We will provide learning in a way that meets individual needs through:

- Nationally recognised learning programmes
- Internal learning events
- Scrutiny masterclasses
- Briefings prior to or as part of the committee process
- Self-managed learning both paper and web based
- Officer briefings
- The Devon Shared Member Development Service
- Mentoring and Coaching arrangements

Delivery methods will consider inclusivity, access to learning, subject matter and learning styles offering both, face to face and online delivery and incorporating a variety of delivery methods.

## 3.6 Evaluation

Evaluation of all learning and development activities will take place against agreed objectives in accordance with the evaluation strategy (Appendix A). Action will be taken to make improvements based upon this feedback.

## 3.7 SW Charter for Member Development

Charter plus accreditation was achieved in October 2012 and April 2016 and these standards will continue to be applied to the work that we undertake in this field. This followed on from being awarded the SW Charter for Member Development in December 2008. We will continue to seek reaccreditation on a 3 – 4 yearly basis. SW Charter for Member Development is a nationally recognised standard developed by Local Government Improvement and Development and regionally administered by South West Councils.

## 3.8 Shared Member Development Service

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Devon County Council has been a partner of the Shared Member Development Service since 2011 and leads on the organisation and development of the offer provided by this service. We will continue to promote and engage with the service taking up learning and development opportunities provided, using tools developed through the service and sharing best practice.

## 3.9 Support and implementation

Supported by a Senior Workforce Development Advisor to develop and facilitate a cost-effective member development programme and the Deputy Manager / Head of Scrutiny.

## 3.10 Access to Development Opportunities

- The Senior Workforce Development Advisor will offer all Members an annual personal development interview to identify individual learning needs.
- Member Learning and Development opportunities will be reported to the Member Development Steering Group for consideration and approval.
- Requests to attend non approved national/local conferences or courses with limited places will be considered in line with the process agreed by the Procedures Committee Minute 33 (5/6/18) requiring the approval of the budget holder, the Head of Democratic Services, in liaison with the Leader of the Council as appropriate and supported by a business case to ensure:
  - There is a fair allocation of opportunity
  - It is aligned with corporate priorities
  - It fits with individual roles and responsibilities
  - There is sufficient budget available to support the request
- Individuals attending the agreed events will need to ensure the:
  - Learning activity is has been identified as part of a personal development interview
  - Learning is shared/disseminated to all Members after the event.
- Information on additional development opportunities and officer briefing sessions will be communicated regularly throughout the year
- All Members should confirm whether or not they will be attending a learning and development session at least 2 weeks prior to the date of the event. In line with good practice Party Whips have asked to be kept informed of any non-attendance on the day, where no explanation or apologies are given.

## 3.11 Member Development Budget

The DCC Member development budget will be made up from two areas:

- An allocation for Learning and Development administered through Human Resources.
- A small allocation for approved Conferences administered through the office of the County Solicitor.

#### **4. Adoption of DCC Member Development Strategy**

The original strategy was approved by Procedures Committee and ratified by full County Council on 08/03/07.

The Member Development Steering Group Committee was first established and appointed at County Council on 25/05/07 to support the implementation of the strategy.

Members were appointed to Member Development Steering group at Full Council 25.06.09 these appointments are made and reviewed on an annual basis.

The Strategy was reviewed and revised in July 2009. approved by Procedures Committee 29.09.09 and ratified by Full Council 10.12.09.

The Strategy was reviewed and updated to a Member Development Policy in March 2013.

The Strategy was reviewed and updated in May 2017

The Strategy has been once again reviewed and is commended for adoption for the New Council with effect from May 2021.



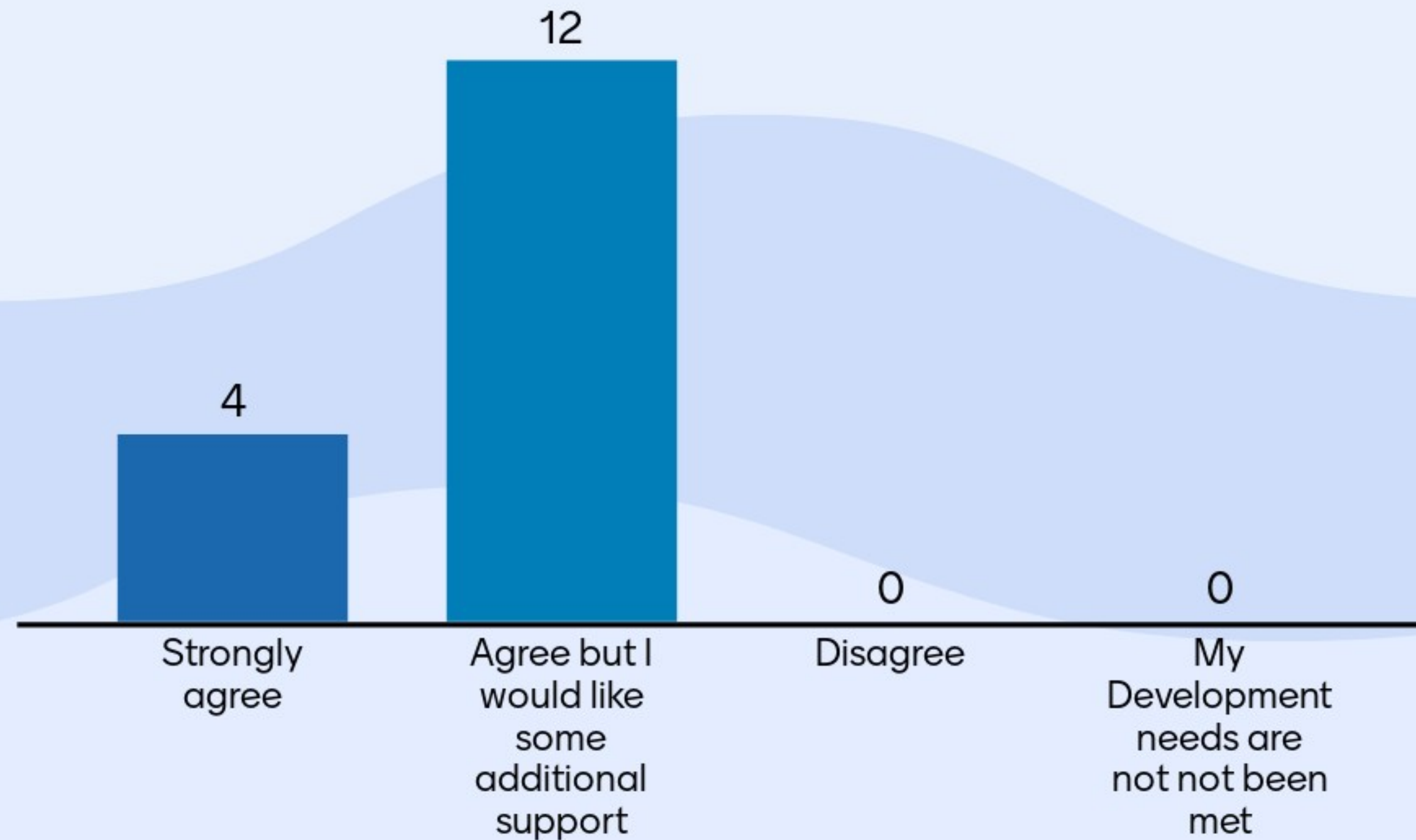


# Member Development



# I am provided with all the development I need to do my role

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# I would member development to include.....

Ict skills

Update what is happening

IT help

More training on the diversity of IT provision

How to use BI eg to look at Highways maps.

How to use share point and the BI system.

Best Value in my capacity as Cllr

ICT training

# I would member development to include.....

Efficient working re emails

More on IT new programmes apps etc

Nothing more, although for new members im sure there will more.

Making best use of LGA training

Clearer pathways on the member site. Who do I contact for what? Karen and Julia (who are outstanding) get too many emails from me!

More understanding of Poerr BI

Public speaking training. Committee chairing. Handling workload \_ emails and reading

Help with the multiplicity of IT - Sharepoint, spreadsheets etc

# I would member development to include.....

Better support for new members. It took me a long time to fully understand my role on scrutiny. A mentor system maybe

More IT support I need to put more time in Bite size

MSTeams

How to cope with difficult angry residents

Checking in with 2021 cohort about needs - Covid, procedures, IT, physical tour (1st time today in this building - i had no idea)

Safety on Social Media

Social media

Social media training / dealing with aggressive behaviour online

# I would member development to include.....

Anger management

IT help

How to use the newer  
social media platforms

Highways. How to be more  
member led than officer led.  
How to wade through  
effectively roads... not  
everyone's expertise!!



# MEMBER DEVELOPMENT STRATEGY

**2024**

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DRAFT

## Introduction

The role of an Elected Member / Councillor is both exciting and highly rewarding. With the increasing challenges that Local Authorities face in delivering services effectively, and within budget, Councillors require skills and knowledge in a diverse range of topics and roles. The communities that Councillors represent, also develop and change over time.

A Councillor is expected to carry out many roles ranging from community leader to taking on roles and responsibilities both within the Council and on outside bodies. A Councillor requires to balance the needs and interests of their community, their political party or group if they are associated with a party/group, and the Council as a whole as well as, of course, their personal, family and any employment commitments. This is not an easy task.

## Aim and Purpose of the Member Development Strategy

- To ensure that every Member has access to the learning and development they need to perform their role and support their electorate.
- To outline the roles and responsibilities of Members in relation to their commitment to their professional development.
- To outline the roles and responsibilities of Officers in the provision of Member development.
- To underpin and direct the resources required to deliver the Member Development Strategy.
- To promote the importance of learning and development for Members as key element of a Member-Led authority.

## Commitment Statement

The Council's People Strategy states that we will develop our Elected Members to fulfil their potential and deliver organisational priorities. Elected Members are integral to ensuring that the strategic aims and objectives of the Council are met in terms of making decisions and delivering better outcomes for the residents of Devon.

Devon County Council is committed to the development of its Elected Members and has produced this Strategy to assist in equipping all Elected Members with the necessary skills and knowledge to meet current and future challenges.

Signed by:

Leader of the Council

Group Leaders

Cabinet Member for Organisational Development, Workforce and Digital Transformation

Chief Executive

Director of Legal & Democratic Services



## Roles and Responsibilities

### All Elected Members

All Elected Members are responsible for:

- Identifying their own development needs in conjunction with learning professionals.
- Seeking opportunities to improve their effectiveness and increase their skills and knowledge and addressing any gaps therein.
- Attending arranged learning and development opportunities (or catching up with recordings if they are unable to attend).
- Participating in annual personal development interview sessions with a learning professional.
- Sharing their knowledge and skills with their peers.
- Reviewing their learning and development activities.
- Owning the Member Development Strategy.

### Political Leaders

Political Group Leaders should encourage all Members from within their group to participate in the learning and development programme and actively support their Members in doing so.

### Member Development Steering Group

The [Member Development Steering Group](#) will be responsible for setting the strategic direction for Member Development and overseeing the Member Development Strategy.

This is a cross-party group, chaired by the Cabinet Member with responsibility for Member Development and made up of Members representing all geographical areas of Devon and providing political balance. The group will meet at least 3 times per year to discuss all aspects of Member development and is supported by officers from Democratic Services and Scrutiny and officers from HR with Member Development responsibilities.

The Aims of the Member Development Steering Group are as follows:

1. To agree approaches to identifying and meeting learning and development needs to ensure that they are meeting individual and corporate requirements.
2. To collect views from fellow councillors on learning and development issues and to feedback on the achievement of the Member development strategy to their groups.
3. To be aware of what learning and development is planned, based on meeting individual and organisational needs, and the impacts and benefits of learning and development activities.
4. To support and influence the achievement of the standards required for accreditation under the SW charter for Member Development.

## **Director of Legal & Democratic Services**

It is the role of the Director of Legal & Democratic Services (and Monitoring Officer) to arrange for a Member Development Strategy to be created and implemented and the collation of the learning and development needs of Elected Members which will inform the annual training programme and ongoing Member development.

## **Director of People & Culture**

It is the role of the Director of People & Culture to be consulted on the Member Development Strategy and the training activity delivered and to arrange for an Officer within the Directorate to support the Member Development Steering Group, Personal Development Interviews and the general Member Development offer.

## **Democratic Services and Scrutiny Secretariat**

The Democratic Services and Scrutiny Secretariat will:

- Produce and deliver the elected Member induction programme.
- Arrange and deliver additional training sessions throughout the Council term, including All Member Development Sessions and Scrutiny Masterclasses.
- Oversight and clerking of the Member Development Steering Group.
- Record Members training and development activities during their term of office and regularly report these to the Member Development Steering Group.
- Assist Members with queries and any basic information on their roles and access to development opportunities.
- Ensuring training events (both internal and external) are advertised to Members.

## **Directors and Directorates**

All Directors and Directorates within the Council are responsible for identifying and delivering service specific training to Elected Members. This can be delivered in many forms and examples of services informing Members include:

- Formal group training for all Members where needs arise.
- Participation in the arrangement and delivery of ad-hoc topic or service specific sessions to Elected Members such as Scrutiny Masterclasses.
- Attending Committees to inform Members about specific services/topics.
- Circulating newsletters/factsheets to Members where relevant and a fortnightly bespoke bulletin on matters of interest.
- Keeping Members informed by providing regular updates to them on services, topics and developments.

## Delivery of Member Development

All Elected Members regardless of length of service, party or post within the Council will be given equal access to the training and development opportunities. All Elected Members will be given the support and development needed throughout their term to do their role to the best of their ability.

It is also recognised that Members have different roles and need different skills to those of Officers and as such training should always be tailored to meeting Members' needs.

Learning and development activities will be commissioned to meet individual Committee and corporate development priorities and cover:

- Generic skills to enable effective working as a Councillor.
- Service driven activities to support corporate priorities and Committee roles.
- Knowledge to support robust decision making.
- Community leadership to enhance the community role.
- Advanced development activities to enhance leadership skills.
- Skills to meet new ways of working resulting from the changing shape of local government.

### **Ongoing Development and Training Sessions**

After the Induction Programme and in addition to any mandatory training and Committee development, Elected Members will be invited to a broad range of information and development sessions throughout their term of office. The expectation is that Members continue to develop, not only through on-job activity, but also by attending development sessions.

We will provide learning in a way that meets individual needs through:

- A set Induction Programme after the quadrennial Elections (see Appendix 1).
- Internal learning events delivered by Officers such as Training Sessions, Quarterly All Member Development Sessions or All Member Development Days
- Access to nationally recognised learning programmes and conferences, making use of opportunities with national organisations such as the Local Government Association.
- Scrutiny Masterclasses.
- Access to IT support and training.
- Online resources accessed through the Member's Sharepoint site.

Delivery methods will consider inclusivity, access to learning, subject matter and learning styles offering both face to face, hybrid and online delivery and incorporating a variety of delivery methods.

It is recognised that not all Elected Members may be able to access these training opportunities in the same way due to work, family, personal circumstances. Officers and Members should always keep in the mind the need to provide training opportunities in different ways, at different times of the day and possibly repeating sessions to allow for the maximum attendance of Elected Members around other commitments.

Many of the training sessions will be recorded to allow Elected Members to access these resources at a time and place that is best for them.

### **Personal Development Interviews**

All Members will be offered an annual personal development interview with a learning professional as a tool to identify their personal development needs. Members will be asked to use the Devon Members' Skills Framework to self-assess against, prior to the interview. A personal development plan will be produced for each Member, and this will form the basis a Member's Learning and Development Plan. Senior Leadership Development will be supported to identify their learning and development needs using the Devon Members Senior Leadership Skills Framework.

Members should then continue to engage with Officers to ensure their learning and personal development needs are met.

### **Review and Evaluation**

It is expected for the Member Development Steering Group to review the Member Development Programme regularly to identify needs, potential sessions and that the needs of Members are being met. Members on the Steering Group are expected to regularly seek the feedback of training sessions from other Members to help evaluate and improve our offer.

### **Outside Bodies**

All Elected Members who are appointed to outside bodies are provided with contact details and information on the organisation where available. It is not possible for the Council to deal with the specific development requirements of Members appointed to represent the Council on every outside body on which it has a nominated representative. The range and diversity of such organisations are extensive, and their operations are out with the locus of the Council. Should training and development be required this should be provided by the outside body.

### **Records of Training and Development**

The Democratic Services and Scrutiny Team will record the details of Member training and development opportunities.

The Member Development Steering Group will regularly receive a report on the completed training, learning and development opportunities.

# Appendix 1: Induction Programme Outline

## Pre-election period

A variety of methods will be used to communicate with prospective candidates providing information about the role and how they will be supported should they be successful. The Council will make use of existing campaigns and resources to support and promote Democratic activities. Full details will be included on the website as well as media campaigns.

Prior to the quadrennial Elections, there will be engagement with Group Leaders to ensure the Council is promoting the role of Democracy.

Details of the draft Induction programme and any other relevant information will be available.

## Post-Election period

The induction programme will cover both mandatory and non-mandatory training in terms of a Councillor's role as well as offer information sharing sessions.

Skills and knowledge will be delivered in a timely manner using a variety of methods to allow for equality of access. The programme will cover the full range of activities that a Member will undertake and will be delivered incrementally to avoid overloading. Preparations for the induction programme will take place in good time and will be influenced by feedback from the evaluation of the previous induction and good practice from other authorities. It is expected that the Member Development Steering Group are given an opportunity to review the Induction Programme before and after its delivery to review its effectiveness. Senior Leadership Team will also be instrumental in its development and promotion.

The induction programme will normally include a welcome and introduction from the Chief Executive, Director of Legal & Democratic Services and the Strategic Leadership Team, focusing on the Council's objectives and values and opportunities to meet and greet Directors and gain an understanding of the wide-ranging services the Council provides.

Other early sessions will focus on Good Governance, Councillor Codes of Conduct and the ethical frameworks within which the Council operates as well as meetings procedures, locality budgets and practical information to support Members in the early days of Election.

A number of Corporate Training Sessions will give Members information they need and should always consider when carrying out their roles. Examples might include Safeguarding, Corporate Parenting, Cyber Security, Freedom of Information and Equality, Diversity and Inclusion.

There would also be a Scrutiny Induction open to all Members covering the role and aim of Scrutiny, the ways of working in Devon, questioning skills and creating impact as well as Committee Specific Training open to all Members.

## **Appendix 2: Example of an Annual Member Development Programme**

The sessions below are indicative of examples. Members are also actively encouraged to bring forward ideas and suggestions for these sessions for discussion and consideration.

In the development of this Strategy and consultation with Members, there were a number of key areas that Members wished to be a part of their development and training programme. It is important to note that annual development programmes are flexible and subject to change depending on requirements and the member driven direction.

### **Regular Training Sessions**

- Governance and Code of Conduct
- Keeping safe online e.g. Cyber Security, Data Protection, Freedom of Information and Information Governance.
- Community Engagement and Equality, Diversity and Inclusion
- Scrutiny Skills e.g. Essentials and Questioning Skills.
- Wellbeing e.g. Resilience and Difficult Conversations.
- Corporate Parenting and Safeguarding

### **IT and Digital Skills**

Member consultation in developing the strategy highlighted a clear need for additional training sessions on IT and Digital Skills.

- Digital and Social Media Guidance
- Tips and Tricks in using IT programmes e.g. Outlook, One Note
- How to access information I need e.g. Sharepoint, Power BI
- Keeping safe online e.g. Phishing and Cyber Security

Example 1 of an Annual Member Development Programme					
Training and Development Offer	Topic	When	Who?	Details	Mandatory or Optional?
Internal Training Sessions	Governance / Code of Conduct	April	Monitoring Officer		
	Keeping Safe online	September	Information Governance Team		
	Equality, Diversity and Inclusion		EDI Team		
	Scrutiny Questioning Skills		Scrutiny Team		
Corporate Parenting	TBD	Approx 4 times a year as before Full Council meetings	Children's Services	Topics to be determined by the Service as part of Corporate Parenting Forum meetings	
All Member Development Sessions	TBD	Quarterly		Determined by the Member Development Steering Group, usually have 1 or 2 topics per session.	Optional
All Member Days	TBC	Every 6 months	Chief Executive and SLT		
Scrutiny Masterclasses	TBD	Spread out over the year (in calendars) but some are ad-hoc.	Service Areas	Determined by Committee Members	Optional

**Example 2 of an Annual Member Development Programme**

Date	Training and Development Offer	Topic (examples)	Who?	Details	Mandatory or Optional?
January	CIRS Scrutiny Masterclass	Buses		Topic determined by Scrutiny Committee.	
February	Corporate Parenting Forum	SUSU Take over day	Children's Services	Topics to be determined by the Service as part of Corporate Parenting Forum meetings	
March	Children's Scrutiny Masterclass	Fostering		Topic determined by Scrutiny Committee.	
	HAC Scrutiny Masterclass	111 services		Topic determined by Scrutiny Committee.	
	All Member Development Session	Cyber Security		Determined by the Member Development Steering Group, usually have 1 or 2 topics per session.	
April	CIRS Scrutiny Masterclass	Domestic Violence		Topic determined by Scrutiny Committee.	
May	Corporate Parenting Forum		Children's Services	Topics to be determined by the Service as part of Corporate Parenting Forum meetings	
June	Children's Scrutiny Masterclass			Topic determined by Scrutiny Committee.	
	All Member Development Session			Determined by the Member Development Steering Group, usually have 1 or 2 topics per session.	
July	CIRS Scrutiny Masterclass			Topic determined by Scrutiny Committee.	
	HAC Scrutiny Masterclass			Topic determined by Scrutiny Committee.	
August					
September	Corporate Parenting Forum		Children's Services	Topics to be determined by the Service as part of Corporate Parenting Forum meetings	
	All Member Development Session			Determined by the Member Development Steering Group, usually have 1 or 2 topics per session.	
	Children's Scrutiny Masterclass			Topic determined by Scrutiny Committee.	
October	HAC Scrutiny Masterclass			Topic determined by Scrutiny Committee.	
	CIRS Scrutiny Masterclass			Topic determined by Scrutiny Committee.	
November					
December	Corporate Parenting Forum		Children's Services	Topics to be determined by the Service as part of Corporate Parenting Forum meetings	
	All Member Development Session			Determined by the Member Development Steering Group, usually have 1 or 2 topics per session.	