

# **MEMBER DEVELOPMENT STRATEGY**

## **2009 – 2011**

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## **TELFORD & WREKIN COUNCIL MEMBER DEVELOPMENT STRATEGY 2009 - 2011**

### **1.0 Introduction**

The Council is operating in a constantly changing environment, requiring elected Members and a workforce that is flexible and responsive to change.

In April 2009 Comprehensive Performance Assessment (CPA) was replaced by the Comprehensive Area Assessment (CAA) this presents us with an extremely challenging and demanding programme :

**1.1 Area assessment** will assess the extent to which councils and their partners are delivering improvements on the issues that matter to people within the local area. It will consider whether the priorities set in the area reflect those of the people who live there. Area assessment will also look at how effectively the improvements are being delivered, and will assess the future prospects for improvement.

**1.2 Organisational assessment** will focus on the individual public bodies within an area, to make sure they are accountable for quality and impact. It will involve two assessments:

- managing performance
- use of resources, consisting of three themes: managing finances, governing the business and managing resources

It is essential that the Council delivers a comprehensive and robust training and development programme to enable Members to meet this demanding agenda and ensure that Members have the skills to provide effective challenge to make a clear impact on the Council's performance.

### **2.0 The Council's commitment to Member Development**

Telford & Wrekin Council recognises the critical role that Members play within the Council and in the communities they serve. To this end, the Council is committed to working with Members to provide a comprehensive and planned approach to learning and development opportunities for all elected Members including the development of knowledge and skills to enable them to fulfil their various roles and commitments. By adopting and implementing this strategy it will enable the Council to move forward with its application for accreditation under the West Midlands Member Development Charter during 2009/10. In signing up to the Charter, the Council has committed itself to the following principles:

- Being fully committed to developing elected Members in order to achieve the Council's aims and objectives;
- Adopting a Member led strategic approach to elected Member development and;
- Supporting and maintaining a Member Development Steering Committee to oversee and report on all Member Development activities
- Having a Member learning and development plan in place that clearly identifies the difference development activities will make;
- Ensuring that learning and development is effective in building capacity;
- Addressing wider development matters to promote work-life balance, citizenship and equality of access for Members to learning and development.
- Publishing role descriptions for all positions on the Council and developing a knowledge and skill framework to help Members to develop their skills and effectiveness to consistent standards of excellence
- One to one support through a personal development planning scheme or directly for Members to identify methods and ideas to develop their capacity to provide effective community leadership and corporate governance
- The setting of targets (by Members) to increase their beneficial impact on the community and the authority
- Support to the development of learning resources, budgets and delivery methods to support these goals and aspirations
- The develop and implement a clear evaluation strategy to inform the authority of the benefits and 'return on investment' achieved through Member Development
- Ongoing commitment towards continuous improvement in Member Development
- Commitment to the framework of excellence for development and evaluation embodied in the West Midlands Charter for Elected Member Development and the
- Publication and sharing of best practice in Member Development with other authorities
- A bi-annual report to Cabinet and an annual report to Council to advise on achievement and future priorities

A copy of this strategy along with agendas and minutes from the Member Development Steering Committee are published on the Members' Information Point.

### **3.0 Definition of Member Development**

Member Development includes any formal or informal learning and development activity, training programme or other activity which improves the knowledge, skills and abilities of Members in their individual or collective roles in meeting the

Council's corporate objectives. Learning and development may be agreed during the personal development planning discussion, requested on an ad hoc basis or form part of other activities such as scrutiny reviews and site visits.

#### **4.0 Objectives of the Strategy**

The objectives of this strategy are to:

- Clearly outline how the Council intends to demonstrate its commitment to Member learning and development and accreditation under the West Midlands Member Development Charter;
- Set out Member and officer responsibilities for member development and the resources available;
- Ensure that all Members (and potential members) are aware of the Council's expectations of them in relation to engagement in learning and development activities;
- Provide a consistent framework for member development which addresses skills and knowledge required for modern member practice (individual and council-wide);
- Provide a framework for which the effectiveness of member development can be regularly evaluated to ensure that it continues to meet evolving individual and Council needs;
- Ensure equality of access to learning and development opportunities;
- Ensure that opportunities to share resources and work with other councils and organisations in this area are maximised;
- Set out other support available to Members to assist them in their role;
- Encourage citizenship in the community and promote the role of Members.

#### **5.0 Benefits of Member Development**

Taking a more structured approach to member development will have a number of benefits.

##### **5.1 Members**

Members will benefit by having the opportunity to address personal development needs to become more effective ward councillors. They will have access to the full range of learning and development resources and be able to set out a personal development plan which could include career progression within the Council.

## 5.2 Council

The Council will benefit by being able to take a corporate approach towards learning and development to enable it to achieve the objectives and priorities set out in the Council Plan and maintain effective corporate governance.

## 5.3 Community

Communities and citizens of Telford & Wrekin will benefit through their elected Members gaining the necessary skills to be effective community leaders. Effective community leadership involves listening to and involving local communities, speaking out for their constituents, working effectively in partnership, making things happen on the ground and delivering outcomes for local people.

## 6.0 Member roles

In providing learning and development opportunities for Members, the Council recognises the wide and varied range of roles that Members have. Copies of the description for each role is in the index and :

- Representing their ward and constituents, aiming to resolve their concerns and grievances and bringing their views into the Council and the decision making process. Ward work also involves ensuring that constituents can contact their Councillor easily through a variety of means including mobile telephone and email and that they are an approachable and recognisable figure in the community;
- Collectively carrying out policy making and contributing to the formation and scrutiny of the Council's policies, budget, strategies and service delivery;
- Participating effectively as a Member of the Committee/s to which they are appointed;
- Representing the Council on other bodies such as local forums or community groups;
- Maintaining the highest standards of conduct and ethics;
- Developing and maintaining a working knowledge of the Council's services and duties and developing good working relationships with officers;
- Developing and maintaining a working knowledge of the organisations, services, activities and other factors, which impact on the community's well being and identity;
- Promoting citizenship and raising the profile of their role as community leaders;
- Participating in the activities of the political group to which they are a member.

## **7.0 Roles and Responsibilities**

### **7.1 Member Development Steering Committee**

To assist and oversee the planning of member development within the Council, a Member Development Steering Committee has been established since November 2006. The Committee meets approximately every 6 weeks or as required and comprises of a representative from each political group supported by the Senior Member Services Officer.

7.1.1 The purpose of the Committee is :

- To establish a comprehensive and robust Member Learning and Development process
- To ensure that Member Development matches the innovative staff development programme
- To champion and encourage Member development and engage all Elected Members in the process

7.1.2 Terms of reference :

- To develop and implement a Member Development Strategy
- To identify and implement requirements of the West Midlands Member Development Charter
- To assist in the shaping and prioritising of member development activities including a comprehensive and robust induction
- To ensure Member development and learning opportunities relate directly to Telford & Wrekin's Community Priorities
- To assist in generating creative and innovative ideas for the advancement of the Member Development programme
- To introduce a process for the implementation of a Personal Development Planning scheme (PDP) and encourage all Members to participate
- To establish a mechanism to evaluate overall effectiveness of Member development
- To identify financial resources required to deliver development needs
- To encourage an effective member/officer working relationship

### **7.2 Individual Members**

All Members will be responsible for:

- Improving their own performance
- Helping others to improve their performance
- Participating in an induction programme as a newly elected Member and refresher sessions as necessary

- Participating fully in the preparation and maintenance of personal development plans and undertaking learning and development as identified
- Participating in learning and development opportunities for any specific roles taken on including mandatory training required for Members sitting on quasi-judicial committees
- Applying what they have learnt to their work on behalf of the Council
- Communicating their development needs via the personal development planning discussion process or via their group leader to discuss at the Member Development Steering Committee
- Providing feedback on all formal and informal learning attended so that activities and programmes can be reviewed to ensure they meet the needs of Members and are of benefit to the Council
- Publishing learning and development achievements on personal web pages (via the Senior Member Services Officer)

### **7.3 Senior Member Services Officer**

A dedicated Senior Member Services Officer is employed within the Democratic Services Team. With regard to Member learning and development, the Senior Member Services Officer has the following roles:

- Research learning and development opportunities
- Research alternative learning resources such as books, DVDs and on-line learning
- Liaise with officers to identify possible areas for member development and current areas of interest
- Consider opportunities for shared learning with other councils and organisations
- Produce an induction programme with the Member Development Steering Committee for the 3 months period immediately following the borough council elections
- Produce an overarching annual programme of learning and development with the Member Development Steering Committee, in line with the allocated budget, learning needs identified during the PDP process, corporate priorities and proposed changes in legislation
- Co-ordinate the arrangement of formal planned learning including liaison with members, officers, providers and organisation of venues giving due consideration to equality of access issues
- Produce a summary of feedback from each formal planned learning event
- Analyse feedback from planned learning events with the Member Development Steering Committee at each meeting and make recommendations for improvements as required
- Publicise and promote learning and development opportunities through the Members' Information Point, via email and through face to face or telephone contact

- Maintain information on learning and development and alternative learning resources on the Members' Information Point and in the Members' Room as appropriate
- Maintain personal development plans for each Member and consider requests for further learning and development with the Member Development Steering Committee in line with the budget
- With the Member Development Steering Committee and Democratic Services Manager, review this strategy on an annual basis

#### **7.4 Standards Committee**

The role of the Standards Committee is to consider member development issues in respect of the Code of Conduct and standards in public life.

### **8.0 Budget**

A budget of £30,000 is currently allocated to member learning and development annually. The Member Development Steering Committee will review the budget annually and ensure that adequate resources (financial and officer support) are sought from the Council through the budget setting process. This will be based upon planned learning and development such as induction, individual development needs identified through the PDP process and ad hoc requests.

Around 50% of the budget will be set aside each year for individual development needs, the remainder of the budget will support generic learning and development and mandatory training.

#### **8.1 Individual learning accounts**

Each Member will have a personal learning account of £250.00 annually. This account can only be accessed through the Personal Development Planning scheme or through a one to one discussion which results in the development of a personal development plan. If a Member chooses not to take up the opportunity of a PDP or other development discussion, the individual's learning account will return to the general development budget pot.

#### **8.2 Generic learning and development budget**

Budget spend decisions will be based upon the benefits for the individual, the Council and the Community. Where there are constraints on the budget, priority will be given to learning and development which clearly benefits the Community through meeting the Council's community priorities.



## **9.0 Link to Council Plan, Vision 2026 and Community Priorities**

The Council has a shared Vision with Telford & Wrekin Partnership for community it serves.

### **9.1 The Council's Vision**

**“A successful, prosperous and healthy community which offers a good quality of life for all the people of Telford & Wrekin.”**

Together with our partners, Telford & Wrekin Council have developed a long-term 'Vision 2026 – Transforming Telford & Wrekin' setting out a clear statement of our aspirations for Telford & Wrekin over the next two decades. We want to ensure that Telford & Wrekin is an area with first class facilities and services for all its residents, local businesses, those who work in the area, and those who visit here. We see the Telford & Wrekin of the future as an area that will have a strong and well-defined positive image, confidence and sense of place where:

- there is a developing modern 'city' and community with a vibrant centre that is a true heart for the Borough;
- our Borough Towns are revitalised;
- our most deprived areas are regenerated and renewed;
- we have a dynamic and modern economy;
- our schools are second to none in giving our children the best start in life;
- growth in housing and business is encouraged and managed sensitively.

### **9.2 Vision 2026 and Our Community Priorities**

Creating a successful, prosperous and healthy community is dependent on all parts of the community and local organisations and agencies working together in a 'joined up' way. Together with our partners on the Local Strategic Partnership, the Council is committed to realising a shared agenda of community priorities that support the delivery of the Vision. The six shared priorities, together with our key focuses for action that we have identified to improve community life, are as follows :

- Giving Children & Young People the Best Possible Start in their lives
- Maintaining a High Quality, Attractive and Sustainable Environment
- Creating a Safe, Strong and Cohesive Community
- Promoting Healthy Lifestyles and Improving the Quality of Life of Vulnerable and Older People
- Strengthening the Local Economy & the Skills of Local People
- Securing Affordable, Accessible and Sustainable Housing

In creating a programme of learning and development, it is key that Members have the skills and knowledge to work with officers to meet the Council's community priorities. Built into the Member Development Programme are opportunities for Members to concentrate on these areas. As part of the induction programme it is proposed to include introductory tours of the borough visiting developments, projects and organisations, which demonstrate how the Council is achieving its objectives.

As and when specific issues or areas of interest arise, sessions will be organised for Members or briefings provided by email or on the Members' Information Point.

In order to demonstrate how member development links to the Council's community priorities, for each session held, reference will be made to the priority(ies) that the learning and development opportunity supports.

## **10.0 Identifying learning and development needs**

Learning and development needs are identified and assessed at two levels:

### **10.1 Council wide**

Requirements for training sessions or alternative learning and development needs are identified through:

- The Council Plan
- Vision 2026
- Discussion with the Member Development Steering Committee
- Discussion with Corporate Directors, Heads of Service, Business Managers and other officers
- Discussion with relevant Committee Chairs (including Scrutiny Leadership Board)
- Discussion with Group Leaders
- Member surveys
- Corporate Bulletin
- Changes in legislation or new working practices

There are also identified development needs for specific committee roles in planning, licensing and appeals, standards, audit, cabinet and scrutiny and a need to run an induction programme following the elections every four years. Required skills and knowledge for different roles taken on by Members are to be set out within the Political Skills Framework which will detail skills and knowledge required and how these can be gained. A number of these sessions, particularly sessions for quasi-judicial committee roles are mandatory if the Member wishes to sit on the committee and take decisions.

## **10.2 Personal Development Planning Scheme**

Members are able to shape their own development based on their individual learning needs. Learning and development will be identified through an initial questionnaire, personal development discussion and/or individual request. Every Member will have the opportunity to attend a personal development discussion with an external provider during which the personal development plan will be agreed. The discussion will consider roles, current skills and knowledge, mandatory requirements and the political skills framework. Relevant learning and development identified through this process will be arranged subject to a set of agreed criteria and where agreed, met from within the annual Member Development budget or the individual learning account as appropriate.

Members are also encouraged to maintain individual Learning Logs which should be completed immediately following training and revisited after 6 months and at the next PDP.

Requirements for ICT training are identified through individual discussion and request and during the installation of new equipment as well as through the PDP process. However, with an increasing emphasis on electronic communication and the use of the intranet and internet, there is an expectation that members will be able to effectively use Outlook, Word, Excel, email and the intranet/internet. The Council is committed to ensuring that Members have the necessary skills and knowledge to be able to use these programmes and therefore requests for ICT training will be arranged from within the main Member Development budget.

In the case of Planning, Licensing and Appeals Committees and sub-committees, members are required to undertake training before they are able to serve and take decisions on the committee. Members who do not currently serve on these committees and who may wish to join one of these committees in the future or want to learn more about the process, are strongly encouraged to attend the relevant training sessions.

## **11.0 Structure of Member Development**

A structured approach to learning has been developed to include an initial induction period to cover the 12 weeks following election and a subsequent longer term programme produced annually and reviewed by the MDSC.

At the beginning of a new Council term and following by-elections, all Members will be provided with a copy of this strategy along with relevant role descriptions, the induction programme, details of the Personal Development Planning scheme and the bi-annual Member Learning & Development programme.

### **11.1 Induction**

The induction programme is developed by the MDSC and includes introduction and refresher sessions to cover all the key information needed for both new and returning Members including a Welcome and Refresher session, an introduction to the organisational and political management of the Council, its committees and the role of Members, introduction to ICT, a tour of the borough, ward work and an introduction to local government finance. In addition, the induction programme includes learning and development for specific committee roles e.g. planning, licensing and appeals. A version of the induction will also be developed for use following a by-election.

Induction programmes will be supplemented by information provided to Members on the Members' Information Point through the Council's intranet site and in a Members' Handbook which is to be developed with the MDSC for issue in 2011.

### **11.2 Member Learning & Development Programme**

There will be an overarching annual programme for each of the four years of the Council term. In addition Members will be able to access the staff development programme where appropriate. The programme will include general skills such as time management, effective decision-making and communication skills, as well as Members' Information Seminars, updates on legislation and mandatory training for committee roles. In addition, it is accepted that requirements for learning and development will arise on an ad-hoc basis and these will be scheduled in as necessary and Members provided with sufficient notice.

A detailed learning and development programme will be published bi-annually and circulated to all Members along with a copy of the updated Strategy. The programme will include the timescale for sessions, duration of session, expected learning outcome, overview of what will be covered and how the session links into the Council's community priorities.

### **11.3 Mandatory training**

Members sitting on quasi-judicial committees (eg. planning, licensing) are required to undertake specific training before they may participate as a member of that committee. Mandatory training sessions will be clearly marked in the member learning and development programme. Members of quasi-judicial committees are also expected to attend follow up or regular training organised in respect of their committee. Although it is not a part of the Constitution the Member Development Steering Committee have also indicated that code of conduct, corporate parenting and equality and diversity should also be considered mandatory for all Members to attend.

## **12.0 Different types of learning and development**

The Council recognises the necessity to provide a variety of learning methods, which reflect the differing needs and learning styles of Members. Methods of learning and development include:

- In-house briefings/workshops run by the Council's officers or external training providers
- Joint shared learning events with officers, partners and other authorities regionally and nationally
- External courses, seminars, conferences and other learning opportunities
- On-line training such as the Modern Councillor programme
- Books, CDs, DVDs
- One to one sessions eg) ICT training
- Coaching and/or mentoring
- Shadowing
- Benchmarking and site visits etc

A list of alternative training provision, available resources and methods of delivery will be provided in addition to sessions scheduled in the member learning and development programme. Members are welcome to bring forward alternative methods of learning either through the Personal Development Planning process or directly.

## **13.0 Equality of access**

The Council considers the differing needs of Members when planning learning and development opportunities. This includes:

- Development opportunities delivered at a range of times, both daytime and evening and where possible on more than one date;
- Efforts are made to avoid certain times, for example Council meetings, school holidays, parish & town council meetings and local events;
- A range of learning resources in addition to traditional training sessions are available including on-line training, use of books, CDs, Videos/DVDs, which can be undertaken as convenient to the Member (see Different types of learning and development);
- Members can sign up for certain staff courses provided by the council's Learning & Development team on relevant subjects as part of the PDP process;
- The personal development discussion process allows each Member to reflect on their specific needs, and learning and development can therefore be tailored to fit individual requirements;

- The Council will provide any equipment or additional learning facilities for any Member of the Council who has a disability;
- Where necessary one to one training can be delivered either at home or at the Council offices at a time to suit
- Provision of hard copy supporting material when requested and electronic copies of presentations uploaded to the Members Information Point for reference

The Council provides a Carers Allowance for Members that are responsible for the care of a dependant/s, while the Member is on Council business.

Advance notice of Member Development opportunities are given to enable Members to make the necessary arrangements to attend.

#### **14.0 Awareness raising**

The Council recognises the importance of ensuring that all Members are aware of the Council's policy on member development including how it is organised, equality of access to opportunities and Member and officer responsibilities. To achieve this, the Council undertakes the following:

- To hold briefing sessions prior to elections for the general public who are interested in standing for Council entitled 'So you want to be a Councillor'. These sessions will include information on member development and support as well as roles and responsibilities
- To issue a copy of the Member Development Strategy, induction programme and the role description for Ward Member to all candidates standing for election
- To issue a copy of the Member Development Strategy, induction, Member Learning & Development Programme and relevant role descriptions upon election and where revised thereafter;
- To offer every Member the opportunity to have a personal development discussion annually to review their learning needs in more detail and produce a personal development plan;
- To advertise learning and development events on the Members' Information Point;
- To email invitations to attend learning and development opportunities to all Members;
- To send reminder emails for learning and development events closer to the time of scheduled sessions;
- To maintain a library of information/resources on subjects covered in development sessions on the Members' Information Point and in the Members' Room where appropriate;
- To produce an end of year summary report on learning and development;
- To promote learning and development via group leaders

Prior to the elections every four years, a prospective councillor leaflet and information pack is produced. In conjunction with the briefing sessions held, this pack aims to give people thinking about standing for election, an idea of what being a Member is like – this includes the various roles of Members, what the Council does, time commitment and support offered. Specifically, it aims to give prospective candidates an idea of the time commitment required in the weeks following the elections during the induction period. It is hoped that this will help give people a better idea of what they could be taking on. This is also available on the borough Council's website and promotion of the information is undertaken through the Council's publication Insight.

## **15.0 Monitoring, evaluation and review**

Member learning and development sessions and other resources are regularly reviewed to ensure that they meet the needs of the Council, those of individual Members to allow them to perform the roles that they take on, and to reflect legislation and changes in local government.

Following each formal learning event, Members attending are requested to complete an evaluation (feedback) form to comment on how relevant the session was, what they learnt from the session and how it may assist them in carrying out their roles as well as recommendations for improvement (copy of the evaluation form can be found in the appendix). A summary of the evaluations completed will be produced to outline what was covered in the course, how it linked into the Council's objectives, numbers attended and feedback received. Feedback will be reviewed immediately following each learning event by the Senior Member Services Officer and quarterly by the Member Development Steering Committee. Recommendations for improvements will be made and action taken accordingly. Feedback will also be requested from Members using other resources such as CDs, DVDs, books or on-line training and this will be reviewed by the Member Development Steering Committee. Evaluation will also be reviewed again 6 months after completion of learning and at the PDP which will allow individual Members to comment on learning and development undertaken, its effectiveness and consider future development as part of the evaluation process.

A summary report of all opportunities provided will be produced by the Senior Member Services Officer quarterly for review by the Member Development Steering Committee to consider the effectiveness of opportunities, value for money and return on investment and to assist with the planning of future sessions and resources. The report will comment on how sessions held assisted with improvements in the performance of the Council, functions and individual Members. This summary report will be presented to the Cabinet bi-annually and also made available to all Members and relevant officers following consideration by the Member Development Steering Committee.

## **16.0 Joint Working**

The Senior Member Services Officer and a representative from the Member Development Steering Committee attend meetings of the West Midlands Member Development Network, which provides an opportunity to share good practice, ideas for member development and information on training providers.

It is important to ensure that Member Development at a local level is linked to regional and national agendas and Telford & Wrekin supports joined up working with other authorities.

When looking at possible areas for Member learning and development, consideration is given to holding shared events with officers, other councils, partners and local organisations as relevant to the subject matter. The publication of the recent White Paper and work being undertaken on improving multi-tier working will link into opportunities for organising joint member development with other councils. Holding joint sessions offers value for money as costs of trainers, venues, materials etc can be shared between the participating organisations.

Joint learning events also provide valuable opportunities for networking and sharing knowledge and best practice.

Members are also offered the opportunity to book on to appropriate officer training courses. A list of sessions (as part of the list of other available types of learning and development) will be made available to Members to consider during the personal development planning process. Also, where appropriate, joint sessions on areas of current interest will be run for both Members and officers and Parish and Town Councils within the borough. Sharing sessions provides opportunities for Members and officers to interact and build good working relationships.

## **17.0 Member Support**

A range of support is available to Members to assist them with their various roles and work for the Council. Support available includes:

- A basic allowance available to all Members
- Allowances for special responsibilities
- A carers allowance is available for Members that are responsible for the care of a dependant/s, while the Member is on Council business;
- Members are able to join the Local Government Pension Scheme;
- A support service for Members is provided by the Senior Member Services Officer within the Democratic Services Team. The Senior Member Services Officer's role is to provide comprehensive support to Members in their



representational role and to be the first point of contact, providing information and maintaining effective channels of communication between officers and Members. In addition to support provided in the area of learning and development, other services offered include stationery ordering including business cards, maintenance of Members' individual web pages and the Member's Information Point;

- Advice and information on local and partner organisations;
- A Members' Handbook, Members' Information Point and Members' Room which contains a library of information.

### **17.1 Promoting a work-life balance**

The Council recognises the roles that Members have outside of their work for the borough council, including employment, home and family life and involvement with other organisations. This is considered when member development is planned and is reflected in this strategy. (See sections on identifying learning and development needs, different types of learning and development, equality of access and member support).

## **18.0 Promoting the role of Members**

The importance of promoting the work of the Council and the role of Members is recognised as part of promoting local democracy. Work undertaken in this area includes:

- Members' details included in relevant Council publications distributed around the Borough and also on the website;
- Encouraging Members to hold regular surgeries;
- Displays of Member and ward details in community buildings;
- Links to Youth Council and local youth forums;
- Local Strategic Partnership provides a link between the Council and local groups and organisations;
- Prospective Councillor Information produced – information on website;
- Events attended by the Mayor and Leader of Council promotes the work of the Council;
- Your Community Matters;
- 'So you want to be a Councillor' information and briefing sessions for prospective councillors held as part of Local Democracy Month
- Networking where Members attend events regionally and nationally

## **19.0 Review of the strategy**

This strategy will be reviewed annually by the Democratic Services Manager in consultation with the Member Development Steering Committee. It will be revised as appropriate, in line with reviews of the Council Plan, in accordance with best practice, following evaluation of learning and development and inline with any recommendations or developments in learning and development.

## **20.0 Further information**

If you would like further information on Member learning and development at Telford & Wrekin Council, please contact the Senior Member Services Officer on 01952 380110, by e-mail to [emma.price@telford.gov.uk](mailto:emma.price@telford.gov.uk) or in writing to Telford & Wrekin Council, Civic Offices, PO Box 215, Telford TF3 4LF.

More information on the role of Members and support provided is available on the Members' Information Point on the Council's Intranet site.

## **21.0 Appendix**

### **21.1 Role descriptions**

Role descriptions can be viewed on the Members' Information Point:

<http://intranet/sites/members/Guide%20to%20being%20a%20Councillor%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fmembers%2fGuide%20to%20being%20a%20Councillor%20Documents%2fRole%20Descriptions&FolderCTID=&View=%7b7EC09700%2d5648%2d4069%2d94FC%2d272FD3AC7BD1%7d>

### **21.2 Evaluation form**



Microsoft Word  
Document

### **21.3 Personal Development Planning scheme**

To follow

### **21.4 Skills and Knowledge Framework**

To follow