MEMBER DEVELOPMENT STRATEGY 2014-2017

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1. INTRODUCTION TO THE MEMBER DEVELOPMENT STEERING GROUP

This Member Development Strategy is fully endorsed by the Member Development Steering Group who have been involved in the drafting of this document.

The Group agreed its terms of reference in 2003 in order to ensure all Members have access to opportunities to broaden their specialist knowledge and skills in relation to their duties as Aldermen or Common Councilmen.

Whilst this strategy is designed to support and structure the City Corporation's work in and commitment to Member development, every Member is encouraged to take personal responsibility for their own development.

The Steering Group has a number of responsibilities including:

- Development and review of a learning and development strategy that is relevant to, and continues to meet the needs of, all Members who perform an important role within a unique organisation
- Developing a comprehensive induction programme for all new Members as they join the Court
- Establishing a range of development opportunities which Members may pursue individually or in groups, based on an analysis of their needs
- Setting out and monitoring a training budget allocated to Member development and ensuring it is used effectively and delivers value for money
- Ensuring Members are made aware of, and encouraged to pursue, all the learning and development opportunities that are available
- Monitoring how learning and development opportunities - formally as part of a structured Member Development Programme and also informally - are being delivered across the organisation, and their effectiveness
- Monitoring Member involvement in the learning and development activities that are provided and take relevant action, as required, to improve attendance/ participation.

2. THE CITY CORPORATION'S MEMBER DEVELOPMENT STRATEGY

Good practice dictates that effective Members' learning and development programmes are those that are informed by Members themselves. Following the delivery of a successful induction programme after the Ward elections in March 2013, and having surveyed all Members in recent months about their learning and development needs and interests, a structured programme of learning and development activities will now be rolled-out to all Members on a quarterly basis. This structured programme will commence in February 2014 and will continue through to the next Ward elections in March 2017.

This Strategy is intended to enhance the profile of the City Corporation's commitment to Member Development by providing clarity about what support is available to all Members and how this can be accessed; the role of the Member Development Steering Group; and the key issues that will be addressed in the formulation, delivery and evaluation of the rolling programme.

3. HOW MEMBER DEVELOPMENT NEEDS WILL BE IDENTIFIED

To ensure that the Member Development Programme remains Member-led, surveys will be undertaken periodically to ascertain Members' learning and development requirements. Members will, via regular updates in the Members' Briefing and communications via the Committee and Member Services Team, be encouraged to identify areas/issues that should be addressed in the Programme. Feedback from attendees at learning and development events will also inform the content and delivery of the rolling programme of learning and development activities.

A structured Learning and Development Programme, which will be delivered on a quarterly basis as of February 2014, will focus on the following:

Corporate Training Needs

The Member Development Steering Group will regularly review the learning and development programme to ensure that it continues to meet the needs of Aldermen and Common Councilmen and reflects any relevant changes in the internal and external environment. Such factors may include changes in corporate priorities, new legal requirements, or developments and changes in local government services and structures.

Role of Members

It is vital that any learning and development activities relate directly to the role that Members have to fulfil. To ensure this is the case each newly elected Member and Co-opted Member will be provided with an induction programme that delivers an overview of what the City of London Corporation does and how its diverse services are funded and delivered. In addition, committee-specific issues will be addressed in a variety of ways including presentations from Chief Officers, 1-2-1 sessions with officers, site visits and the circulation of written briefings. Additional learning and development opportunities, that address practical skills and Members' wider roles, will also be available.

Refresher learning and development activities will be included in the quarterly programme of activities to ensure that Members are able to fulfil their roles most effectively.

Specialised Roles, Needs and Related Factors

The City of London Corporation is a unique organisation and therefore it is important that all Members are fully aware of the breadth of the organisation's services, its history, its tradition and its on-going relevance. Likewise, as above, some Members will have additional roles that they currently fulfil or are likely to fulfil in the future and therefore specialist or focused training will be delivered where such needs are identified.

The following list is not exhaustive but highlights areas of specialised training that will be included in the programme:

- Regulatory awareness (i.e. Licensing, Planning, etc.)
- School Governor training
- Staff Appeals training
- The Governance Framework
- Ceremonial protocol
- Key topics relevant to the City of London Corporation
- Changes in legislation

Identifying personal development needs

The above aspects will define generic learning and development needs linked to corporate aims or activities and, most importantly, Members' roles. However, for the programme to be truly reflective of, and to meet individual Members' needs and interests, an element of self-analysis is required. All Members are therefore strongly encouraged to undertake a certain amount of self-analysis and to advise the Committee and Member Services Team about any skills or knowledge gaps that could be addressed through the learning and development programme.   Where Members have a particular learning and development need or interest that is relevant to their role as an elected Member, they are encouraged to contact the Committee and Member Services Team. Where possible, the issue will be included in the learning and development programme.

Practical skills that might be of interest to Members and which will be included in the learning and development programme include:

- Chairmanship Skills

- Presentation Skills

- Communication skills including negotiating, conflict resolution, advocacy and lobbying

- Public speaking

- Problem solving, scrutiny and analytical skills

- Social media

Areas of knowledge that will be relevant to all Members and which will be included in the learning and development programme include:

- Code of Conduct

- Disclosure of pecuniary and other significant interests

- Knowledge of the demographic profile of the City of London and the social, environmental and economic issues facing the residential and business communities

- The City Corporation's departments and key members of staff

- Meeting regulations and committee/Court of Common Council procedures

- Relevant legislation

- Data protection and Freedom of Information responsibilities

Individual personal learning and development requests

Where Members have specific learning and development interests that are relevant to their role as an elected Member but not met through the structured Member development programme, requests to attend particular events (i.e. external conferences, seminars and training sessions) should be submitted to the Member Development Steering Group, via the Committee and Member Services Team, for approval. The *Attendance at Non-City Corporation Development Events – Request Form",* attached at Appendix 1, is available on request from the Committee and Member Services Team. Where attendance/event costs are to be met from the Member Development budget, the Member Development Steering Group's approval is required in advance.

4. How Member development needs will be met

Due to the intensive nature and short timeframe of a typical induction program, all of the learning and skills development needs of Members are unlikely to be met solely through induction. Alderman and Councilmen will therefore have access to continuing, needs-based learning and skills development opportunities throughout their term to enhance their effectiveness.

When looking to identify appropriate development activities to address Members' needs, there is a need to be mindful of ensuring that those activities represent value for money. In the current economic situation, wherever possible, development needs will be addressed through in-house provision and free resources. Pan-London opportunities will also be explored and, where relevant, made available to Members. In some circumstances, particularly where practical skills based learning and development is required, external training providers will be engaged.

The development of an effective training and development programme is based on identifying the skills and knowledge required by Members to perform their roles and responsibilities effectively. Throughout the year, Aldermen and Councilmen will be able to undertake a variety of general learning and development activities. Likewise, a variety of tailored activities will be made available to Chairmen, Committee Members or those that have expressed an interest in undertaking practical skills based training.

In order to support the diverse development needs of Members, their learning styles and the range of individual circumstances, a variety of development activities will be made available to Members.   In some cases these will be delivered through the Corporation's internal resources. However, where necessary, specialist external training providers will be identified with proven track records of effectiveness and value for money.

Learning and development activities will be delivered in a variety of methods including:

- In-house briefings and workshops delivered at various times throughout the day on a broad range of topics
- External conferences, seminars and training events (off-site or on-site, collective or 1-2-1)
- Written briefings and learning materials
- E-learning packages
- Site visits

- Sharing of knowledge amongst Members

Members are encouraged to be involved in the development of fellow Members where appropriate by supporting induction and on-going training activities, disseminating expert knowledge; and offering mentoring.

Where relevant and practical, learning and development activities will be promoted and made available to the City Corporation's Co-opted Members.

The day-to-day management of appropriate Member Training and Development activities will be the responsibility of the Committee and Member Services Team, in consultation with the Member Development Steering Group.

Members should contact the Committees and Member Services Team at any time to discuss learning and development needs and interests.

All Members will be regularly notified of the learning and development activities available to them and encouraged to participate where possible.

5. QUARTERLY PROGRAMME OF TRAINING EVENTS

The learning and development programme will be delivered on a quarterly basis as follows:

2013/14

Programme 1:   1st February 2014 to 30th April 2014

Programme 2:   1st May 2014 to 25th July 2014

Programme 3:   8th September 2014 to 12th December 2014

2014/15

Programme 1:   2nd February 2015 to 30th April 2015

Programme 2:   1st May 2015 to 24th July 2015

Programme 3:   7th September 2015 to 11th December 2015

Subject to Members' feedback, the rolling programme will continue to be delivered on this basis until December 2016 in advance of the Ward elections in March 2017.

A booklet setting out the details of all learning and development activities that will take place during each quarterly programme will be published in advance and circulated to all Members. Advance notification of anticipated attendance at on-site events will not generally be required but where confirmation of attendance is required this will be clearly marked in the booklet and in any communications with Members.

6. EQUALITY OF ACCESS AND OPPORTUNITIES

The City recognises its responsibility to offer equality of access to learning and development for all elected Members. In practice this means making sure that there are no physical, social, religious or cultural barriers to Members who want to participate in development opportunities, including those with work and family responsibilities, and using a range of methods to meet learning needs.

All Members shall have the opportunity to benefit from learning and development opportunities regardless of their physical circumstances, ethnicity, race, gender, sexuality, age or religion.

Information about learning and development opportunities will publicised appropriately and well in advance.

7. MONITORING AND EVALUATION

It is important to monitor and evaluate Members' learning and development to ensure that it has met its objectives, to ensure that the Corporation has received value for money in terms of the cost and the benefits, and to identify where improvements can be made in the future.

Attendance at development sessions will be recorded in order to monitor interest and Members will be encouraged to give feedback on all development activities. This will inform the on-going learning and development programme and commissioning work with external training providers; as well as ensuring that there is continuous improvement in the delivery of the Member Development Programme and maximisation of the benefits to Members.

There are a range of methods which can be used to evaluate training which vary according to what the activity is and how many people participated. Evaluation can take place at more than one level; at its most basic level evaluation considers attendees' reaction to the training and whether it was positive or not. More detailed feedback can show how much the attendees learned and/or changed their behaviour accordingly.

Members will be asked to complete a short evaluation form after attending a learning and development event but in some instances other evaluation methods might be used including:

- Pre and post course questionnaires
- Feedback from the event facilitator (i.e. Chief Officer delivering a briefing or an external training provider)
- Verbal or written feedback from either the group or individuals who took part in the activity.

All feedback about the learning and development programme will be routinely reviewed by the Member Development Steering Group.

**ATTENDANCE AT NON-CITY CORPORATION
DEVELOPMENT EVENTS – REQUEST FORM**

**Please complete this form prior to arranging attendance at a developmental
event.**

Completed forms should be submitted to the Committee and Member Services
Team,
Town Clerk's Department.

PERSONAL DETAILS

Name: ………………………………………………………………(Please print)

DEVELOPMENT ACTIVITY

Title of development event/ activity: ……………………………………………….

……………………………………………………………………………………….

……………………………………………………………………………………….

……………………………………………………………………………………….

Date of event/ activity: ……………………………………………………………

Cost of attendance (if known): ……………………………………………………

Training provider (name/contact details):

………………………………………………………………………………………

………………………………………………………………………………………

……………………………………………………………………………………….....

What are your personal objectives for attending this development event/activity?

How will this event benefit you in your role?

How will you share information gathered e.g. City Corporation event evaluation form, materials from event/activity.

Signed: ………………………………………………… **Date:** ……………………….

Approved by Member Development Steering Group: Yes ☐ ☐

Date of approval: …………………………………..