Stockton-on-Tees
BOROUGH COUNCIL

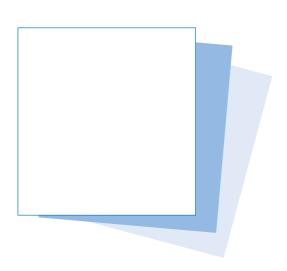# Learning and Development Strategy for Members

Contents

Foreword

Stockton-on-Tees Borough Council recognises Member Development as a priority, with good political leadership, essential for delivering excellent local government services. Every councillor must understand their role and be equipped with the skills required to carry it out effectively.

As a Council, we have always been fully committed to developing our Elected Members so that they are best equipped to serve the community. We are reinforcing our approach by adopting a learning and development strategy that has been put together by Members, for Members. This Member led approach will ensure that Elected Members are placed at the heart of every process connected with their own learning and development and support the Council in achieving it's aims and objectives.

This strategy provides a variety of Learning and Development opportunities, recognising that Members have numerous demands on their time and require flexible learning opportunities tailored to their specific circumstances. The emphasis on personal support planning means that individual needs and preferences will also be addressed.

We believe that this strategy will help all Members to reach their potential and thus continue to build leadership capacity at Stockton-on-Tees Borough Council.

Members Advisory Panel

Introduction

The role of an elected Member on Stockton-on-Tees Borough Council is essential to the well-being of the borough, but it is also very demanding and complex. In order to lead the organisation and community, and continually improve performance, Members require a dedicated learning and development strategy. For a number of years now the Council has been fully committed to supporting its Members in fulfilling their representative role.

This second Member Development Strategy builds on the successes of its predecessor and identifies priorities in respect of Member Learning. This strategy is supplemented by an annual learning and development plan, which details the specific programmes and events which will take place throughout the year. The Council has further demonstrated its commitment to learning and development by signing up to the principles of the North East Charter for Elected Member Development.

This strategy is based around those principles and is aligned to corporate training strategies in order to provide a co-ordinated approach.

It aims to:

- put Members at the heart of every process connected with their learning and development.

- remove actual and perceived barriers to carrying out duties as an elected Member.

- identify the development needs of individual Members and provide a variety of training methods to meet those needs.

- strengthen and enhance the development and learning culture and encourage participation in learning and development opportunities.

- actively promote learning and development opportunities through traditional and electronic communication methods.

- evaluate learning and development activities in order to ascertain the effectiveness of the strategy as a whole.

These aims will be reviewed and evaluated as part of the annual review of the strategy. Whilst this document is primarily a strategy for learning and developing Stockton-on-Tees Borough Council elected Members, opportunities for participation will also be afforded, where appropriate, to Town and Parish Councillors and Co-opted Members of the Council's Select Committees and Standards Committee.

1. The Context of the Strategy

The Learning and Development Strategy for Members details the aim of the Council in relation to its Elected Members. It provides a basis, to ensure that all Members are equipped to carry out their roles effectively by developing the Council's approach to Member Learning and Development.

The Strategy has been developed in the context of changes in Local Government that have an impact on every Elected Member, in particular, the Modernisation Agenda and the requirements of the Local Government Act 2000, which has led to an increased emphasis on partnership working and actions to promote Community Engagement. The proposed Local Government White Paper will explore the future role of local government and the need to link democratic governance to citizen empowerment. These initiatives have significantly affected the role of the Members and have extended the wide range of duties they are now expected to carry out.

The Council Plan sets out improvement priorities for the Council. The four key organisational objectives identify 'enhance local democracy' and 'enhance member development and information services' as some of the actions which are important to ensure that service priorities are delivered. Elected Members have a key part to play in delivering these objectives.

Stockton-on-Tees Borough Council acknowledges that there is a continuing need for Councillors to balance the needs of their constituents, political parties and their own personal responsibilities.

The Council is committed to working towards the North East Charter for Elected Member Development. This will promote a strategic approach aligned to the delivery of the Council's priorities and will be effective in building the capacity of our elected Members.

2   The Vision

This Strategy will assist the Council to it's vision for Member Learning and Development. All Elected Members fully committed to Learning and Development taking full advantage of and accessing support to learning and development opportunities that will assist them in their role/s and help the Council deliver it's corporate priorities for the benefit of the Borough.

3   The Aim of the Strategy

To encourage a culture whereby Learning & Development is regarded as a component of the ongoing success of Stockton. Providing Members with support that enables them to equip themselves with the necessary skills, information and knowledge required to fulfill their roles effectively.

4   Learning and Development Objectives

All of the following objectives will be guided by local circumstances and best practice identified by the North East Charter for Elected Member development.

1.   To achieve full commitment by Officers and Elected Members to Member development.

2.   To foster a strategic approach to Member development.

3.   To develop an annual Member Learning and Development Programme.

4.   To ensure our approach to Member Learning and Development is effective in building capacity.

5.   To ensure our approach to Member Learning and Development promotes a healthy work life balance.
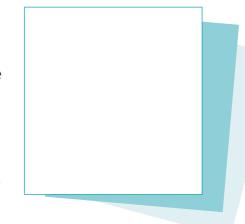
5   Achieving the Objectives

The aforementioned objectives will be achieved through delivery of the Action Plan at Appendix 1. This will be monitored six monthly and refreshed annually contributing to the medium term review of the Member Learning & Development Strategy prior to re-assessment for North East Charter Status.

6   Roles and Responsibilities

The following is a list of Members and Officers who have a direct involvement in Member learning and development.

Member Advisory Panel

The role of this Group is to support the development and on-going evaluation of Member training and development by the Council with its specific terms of reference being identified as follows:

- To support the development of the Member Learning & Development Strategy including the Learning and Development programme for Members.

- Consider specific areas of Member learning and development identified by the Council.

- Assist in the promotion and development of Member Learning & Development within the Council.

- To monitor progress against the North East Charter for Elected Member Development (Appendix 1).

Individual Members

All Members will be responsible for:

- Identifying their own Learning & Development needs.

- Communicate their learning and development needs through annual Personal Support Plans or direct to the Principal Development Officer (Member Development.)

- Helping others to learn and develop through sharing of learning.

Chief Officers

- Provide commitment and support to the North East Charter for Elected Member Development.

- Identify key strategic activities that require Members Development.

- Provide briefings to Members on key areas of service delivery and development.

- Support Member learning and development activities and positively contribute to the Member Development Programme.

- Ensure sufficient budget is available for Member development.

- Support the work of the Member Advisory Panel.

Democratic Services/Human Resources

The Head of Democratic Services and the Principal Development Officer (Member Development) will be responsible for:

- The development and evaluation of the Member Learning & Development Strategy.

- Overseeing the monitoring of the Member Learning & Development Strategy against the requirements of the North East Charter for Elected Member Development.

- Identifying member learning and development requirements and developing plans to meet them.

- Promoting member learning and development.

- Ensuring that a suitable infrastructure is in place to support member learning and development.

- Working collaboratively with Training and Organisational Development and other organisations as appropriate and necessary to facilitate Member Learning and Development.

7   Learning and Development Structure

In order to support this strategy, specific learning and development elements will be developed to include:

- Induction Programme.

- Personal Support Planning.

- Skills Development - Member Learning and Development Programme.

- Information Service.

Learning and development opportunities will be tailored to the individual Member and will be provided upon the basis of individual role(s) and any resulting Learning & Development needs.

8   Equality

The Council values and promotes equality in all activities and services and this will be integrated into this strategy. Access to training and development activities will be equitable, based upon individual and Council needs. In accordance with the Council's equality scheme and policy, the Council will seek to ensure that Members are not discriminated against on the grounds of sex, race, ethnicity, disability or sexual orientation in the context of learning and development opportunities.

9   Induction

Prior to an election, all candidates will be provided with a copy of the Member Learning and Development Strategy. Upon election all new members will be expected to participate in the Induction Programme (Appendix 2).

It is important that all members of the Council understand and are fully committed to the Council's Strategy and arrangements for Member learning and development. In order to encourage commitment and full participation, advance notification for the Induction Programme will be given to all prospective Candidates prior to an election.

Induction is fundamental to the effectiveness of elected members in their role and will offer the opportunity to obtain information, advice and guidance that can truly assist all Members in the fulfilment of their duties and responsibilities.

We aim to deliver induction through a 3 stage approach:

Stage 1   Overview and introduction to the Authority.

Stage 2   Service/role specific.

Stage 3   Personal support planning.

The detail of each stage and dates for the next programme are attached at Appendix 2. This appendix also highlights key induction documents which Members can access electronically or alternatively a hard copy will be made available.

10 Member Mentor

This is a process whereby we can offer new Members or Members in new roles access to a mentor who will support them to develop their new role as quickly and effectively as possible. Alternatively, an informal 'buddy' system will be provided whereby new councillors are paired with senior councillors to help them through their initial months in office. This can be arranged via the Members' Support Officer and/or Group Secretary as appropriate.

We are committed to the National Councillor Mentoring Programme provided by the Local Government Association, in partnership with the Improvement and Development Agency (I&DeA); Association of Public Service Excellence (APSE) and the Local Government Information Unit (LGIU), that offers Councils a wide range of mentoring activities that will support increased role effectiveness and development of councillors at all levels.

Delivery of mentoring activities can be achieved by peer member mentors and/or specialised mentors, who will undertake an action learning approach to assist member(s) in developing their specialist role; e.g the skills required to be an effective councillor; to act as chairs of scrutiny, planning, licensing, or as Council leaders or Executive members; or acting as effective community leaders. Political group mentoring is also available for all party groups.

Support offered in each of the above mentoring or buddy activities may take the form of advice, knowledge or information; and such support will be offered in the spirit of a joint commitment to learning and developing.

Requests for mentoring should be discussed with the Head of Democratic Services.

11   Personal Support Plan

Continuous Member learning and development is key for building capacity and ensuring effective political leadership. Personal support planning is one of the mechanisms we will use to achieve this. On an annual basis following the Annual Council Meeting and completion of any induction training Members will be required as part of Stockton's commitment to the Regional and IDeA Charter for Member Learning & Development to complete a Personal Support Plan (PSP) . Personal Support plans will be completed based on the individuals role(s) and will identify support in terms of meeting the learning and development needs that arise from undertaking the role(s).

It is envisaged that PSPs will be undertaken annually between May and July and will be based primarily on the Role Descriptors adopted by Members Advisory Panel on 13th December 2006. Appendix 3 details the PSP framework and the role descriptors are available on the following link **http://sbcintranet/members/108803/**

12 Member Learning & Development Programme

A Member Learning and Development Programme will be provided and will support the development of the skills required by Members in fulfilling their roles. Members will identify relevant areas of the programme during the development of their Personal Support Plan. In addition learning and development opportunities may also be developed to address specific circumstances, e.g. new legislation.

The Learning & Development programme will offer a mix of methods to develop Members and Members will be able to choose the method most appropriate to their preferred learning style and personal circumstances.

Members are encouraged to share their learning with others, improving their own performance and that of others. On completion of any Learning & Development activity Members will be requested to complete an evaluation form to assess the impact and effectiveness of said activity.

The current Learning & Development programme is illustrated at Appendix 4.

Information Service

It is essential that in order for both elected and co-opted members to be able to carry out their respective roles that they are provided with the most up to date relevant information from both internal and external sources to the Council ; that is easily accessible and presented in an easy to read format.

Members will therefore be provided with a co-ordinated information service by Members Support Officers that will consist of:-

• an office based library facility containing hard copy information of the latest local government circulars and advice; along with internal Council documents and journals;

• an 'electronic' library available from the Council's Intranet system containing details relevant to members respective roles, such as codes of conduct, the Council's Constitution and committee protocols; Council policy documents and corporate guides; and access to all Council, Cabinet and Committee papers and other democratic information via the Council's E-Genda system.

Alerts will be provided to members of the latest information made available from each of the above outlets.

Each elected member will also be provided with access to IT facilities at home and, along with co-opted members, will have access to I.T. facilities within the Council. A dedicated Members IT Support Officer is also available to assist members with their I.T. needs so that they can fully utilise the available technology in order to receive and have access to the latest electronic information.

In addition, members will also receive copies of the Council's Stockton News publication circulated on four occasions per year, as well as the Council's own internal 'Keeping You In Touch' magazine which contains the latest topical information regarding all of the Council's services; and which is distributed on ten occasions during the year. Focus on particular issues concerning Democratic Services will be featured in the Services own newsletter which will aim to keep members fully up to date with the latest issues regarding electoral and civic matters; the latest scrutiny review information and progress; advice on Code of Conduct or other legislative matters; as well as updates on the Council's decision making processes and progress made , and other issues arising, from the Learning and Development Strategy for Members.

Achieving Charter Status and Delivering Member Learning & Development

Year 1

Action Plan

Objective 1. To achieve full commitment to member development

Guidelines	Action	Target Date	Evidence
1.1 Top political and managerial leadership commitment to development of elected members	Commitment to development of elected members achieved through top political and managerial leadership sign up to achieving chartered status	September 2006	A. CMT Report 22/05/06 MAP Report 22/06/06 Cabinet Report 13/07/06 Full Council Report 19/07/06
	Top priority in Council Plan 2006-09 – Enhance Member Development and information services	March 2006	B. Council Plan Summary 2006-09
	Members Advisory Panel agreed as member steering group for Member learning and Development.	June 2006	C. MAP Report 22/6/06
	Refresh Member Learning and Development Strategy	October 2006	D. Member Learning and Development Policy and Strategy
	MAP/CMT - Signed Commitment	Dec 2006	E. Members Handbook
	Review Internet / Intranet support	November 2006	F. Member Champion
	Refresh Members Handbook in line with refreshed Strategy	December 2006	G. IIP award covering elected members
1.2 Policy statement	Revised Member Learning and Development Policy and strategy agreed by Council	Jan 2007	H.CMT Report 9/10/06 MAP Report 13/12/06 Cabinet Report 4/1/07 Full Council 17/1/07
	Revised Member Learning and Development Policy and Strategy issued to all Members	January 2007	I. Copy of E-mail to all members

Guidelines	Action	Target Date	Evidence
	Revised Member Learning and Development Policy and Strategy posted on intranet	January 2007	J. Intranet link
	Drop in sessions arranged to raise awareness of new policy and strategy	February 2007	K. Copy of Drop in Invite
1.3 Equality of opportunity and access to learning and development	Training regarding specific roles and responsibilities within the revised policy and strategy	January / Feb 2007	L. Member Learning and Development Programme highlight alternative methods, timing of events / seminars
	Develop Member Learning and Development Programme to take account of equality statement within revised policy and strategy	January 2007	
	Develop Member Learning and Development support resources to ensure equality of opportunity	January 2007	
	Consult with MAP to ensure Member Learning and Development programme is accessible and meets the wide range of learning styles	January 2007	M. Consultation with MAP re Member Learning and Development Programme report xxxxxx
	Member Learning and Development Programme to be advertised through the intranet promoting advanced notice of dates	February 2007	N. Intranet link
	Conduct Personal Support planning and link to Member Learning and Development Programme	May - June 2007	O. Copy of PSP
1.4 Budget	Resources to be detailed in Member Learning and Development Strategy	October 2006	D. Member Learning and Development Policy and Strategy
	Head of Service and Team Leader to continue to monitor budget quarterly	March 2007	P. Quarterly Budget monitoring

Guidelines	Action	Target Date	Evidence
1.4 Budget cont'd	Head of Service to highlight priorities for annual round of budget setting linked to Member Learning and Development Policy and Strategy	October 2006	Q. MTFP
1.5 Officer resource support	Dedicated officer responsible for Member Learning and Development Policy and Strategy.	Ongoing	R. Job Description Principal Development Officer Member development
	Ensure Members Handbook accurately signposts dedicated officer support, Member Learning and Development Policy and Strategy, and Member Learning and Development Programme	December 2006	E. Members Handbook.
	Ensure Intranet accurately signposts dedicated officer support, Member Learning and Development Policy and Strategy, and Member Learning and Development Program	November 2006 / January 2007	N. Intranet link
1.6 Dissemination of learning	Establish process for sharing and disseminating learning Report back Copies of information in library / on intranet Benchmarking	March 2007	S. Copy of learning and development report back T. Library catalogue U. Briefing sessions N. Intranet link U. Buddy system
	Establish informal buddy / mentor system	March 2007	
	Revise library and information service	December 2006	
	Scrutiny reviews used as learning mechanism	Ongoing	V. Scrutiny case study example

Objective 2. To foster a strategic approach to member development

Guidelines	Action	Target Date	Evidence
2.1 Member led strategy	Members Advisory Panel act as steering group for Member Learning and Development Strategy	June 2006	D. Member Learning and Development Policy and Strategy
	Action Plan - Stockton Borough Council Member Learning and Development Achieving Charter Status	October 2006	H. MAP Report 13/12/06 - Minutes showing all party involvement in agreeing, monitoring and evaluating elected member training and development strategy
			H. MAP Report 13/12/06
			W. Benchmarking - Member Development Network minutes
2.2 Linkage to council corporate plan	Top priority in Council Plan 2006-09 – Enhance Member Development and information services	March 2006	B. Council Plan Summary 2006-09
	Service Improvement Plan has specific objective to Enhance Member	March 2006	X. SIP Democratic Services
	Member Learning and Development Programme specific links to members roles and highlights priority development needs linked to corporate priorities	January 2007	L. Member Learning and Development Programme
2.3 Member roles clearly set out	Develop member role descriptors	October 2006	Y. Role Descriptors
	Consult members on roles descriptors	October 2006	Z . Extracts from Constitution / Members Handbook outlining member roles
	MAP to approve role descriptors	October 2006	AA. MAP Report 13/12/06
			CC • Induction Training
2.4 Process for identification of needs at individual and Council wide level	Establish revised process for Personal Support Planning linked to role descriptors	October 2006	BB Personal Support Planning / Members database
	Review Induction Training as appropriate to pick up any Corporate priorities	November 2006	Y. Role Descriptors

Guidelines	Action	Target Date	Evidence
	Consult with MAP / EMT on refresh of Induction Programme	Oct – Dec 2006	CC • Review of Induction Training / consult with MAP / EMT
	Review / consult on Member Learning and Development Programme annually or as required to pick up any individual / Corporate priorities	Ongoing	DD. Consultation with MAP / EMT on Member Learning and Development Programme
2.5 Structured and timely approach to promoting development opportunities	Member Learning and Development Programme posted on Intranet	January 2007	N. Intranet link
	HoS to include updates on Member Learning and Development in regular meetings with Group Leaders to encourage take up.	Ongoing	EE Witness statement from Group Leaders and Member Champion to evidence regular discussion of Member learning and Development
	HoS to meet regularly with Member Learning and Development Champion to discuss position	Ongoing	
	Communicate through e-mail external events and post on intranet	Ongoing	N. Intranet link FF. External event email
2.6 Appropriately learn with external partners	Work with National deliverers to secure Scrutiny Training	June 2006	GG. Scrutiny training programme
	NEREO Training Events	Ongoing	HH NEREO Training completed
	Scrutiny Officer / Member Networking	Ongoing	II Minutes from Officer / Member Scrutiny Network
	Fire Authority / Tristar training	Ongoing	JJ Cross authority / external party event programmes
			KK Scrutiny Reports
2.7 Strategy for Induction	Review Induction programme	January 2007	CC • Review of Induction Training / consult with MAP / EMT
	Consider role descriptors / corporate priorities / service priorities	January 2007	

Guidelines	Action	Target Date	Evidence
	Consult with MAP and EMT	Oct – Dec 2006	
	Implement Induction	May 2007	
2.8 Addresses political leadership and team development	Role descriptors used to identify what is effective political leadership ; Develop member role descriptors	October 2006	D. Member Learning and Development Policy and Strategy
	Consult members on roles descriptors	October 2006	Y. Role Descriptors
	MAP to approve role descriptors	October 2006	L. Member Learning and Development Programme
	IdEA Leadership Academy Programme to be made available to all party leaders	October - Jan 2007	LL Leadership Academy - external programmes used to support political leadership development
	Deputy Leader identified as Champion	Completed	
	Members Advisory Panel (all Group Leaders) agreed as member steering group for Member learning and Development.	June 2006	
2.9 Mechanisms for evaluation, and informing future plans, identified.	Member learning and Development Policy and Strategy to cover main evaluation mechanisms –	December 2006	D. Member Learning and Development Policy and Strategy
	Personal Support Planning – evaluates and informs future support requirements	May – June 2007	BB Personal Support Planning / Members database
	Post activity evaluation mechanism	March 2007	MM ??????
	Annual review of Member learning and Development Policy and Strategy	September 06 and September 07	NN Date / Framework for review of strategy
	Six monthly evaluation report to Members Advisory panel	July 2007	OO NN Date / Framework for report to MAP

Guidelines	Action	Target Date	Evidence
	Review / consult on Member Learning and Development Programme annually or as required to pick up any individual / Corporate priorities	Ongoing	DD. Consultation with MAP / EMT on Member Learning and Development Programme

Objective 3. To develop an annual Member learning and development plan

Guidelines	Action	Target Date	Evidence
3.1 Addresses development priorities	Members briefings e.g. new legislation, plans	Ongoing	PP. Copy of new legislation briefing given to all members
	Review / consult on Member Learning and Development Programme annually or as required to pick up any individual / Corporate priorities	Jan 07 / Ongoing	DD. Consultation with MAP / EMT on Member Learning and Development Programme
3.2 Identify what development activities should achieve	Member Learning and Development programme	January 2007	QQ Programme outlines with stated purpose and objectives that focus on expected results
	Personal Support Planning	May - June 2007	BB Personal Support Planning / Members database
	Member Learning and Development database	January 2007	
3.5 Linkage between Individual plans and the council's corporate and other plans	Review/consult on Member Learning and Development Programme annually or as required to pick up any individual / Corporate priorities	Ongoing	DD. Consultation with MAP / EMT on Member Learning and Development Programme Member Learning and Development programme details BB Personal Support Planning / Members database Y. Role Descriptors
3.6 Representative elected members consulted	Members Advisory Panel (all party including all group leaders) agreed as member steering group for Member learning and Development.	June 2006	C. MAP Report 22/6/06 N. Intranet link

Objective 4. To ensure our approach to Member Learning and development is effective in building capacity

Guidelines	Action	Target Date	Evidence
4.1 Members learn and develop effectively	Reflection during Personal Support planning promotes capacity building	May - June 2007	BB Personal Support Planning / Members database
	Member learning and development Programme	January 2007	QQ Programme outlines with stated purpose and objectives that focus on expected results
	Post activity evaluation mechanism	March 2007	MMxxxxxx RR xxxxxx
	6m evaluation report back to MAP demonstrate effectiveness of strategy, implementation arrangements and AFIs	July 2007	SS Extracts/quotes on member development from external inspection reports
4.2 Learning is shared with other elected members and where appropriate with officers and stakeholders.	Establish process for sharing and disseminating learning Report back Copies of information in library/on intranet Benchmarking	March 2007	S. Copy of learning and development report back T. Library catalogue U. Briefing sessions N. Intranet link U. Buddy system
	Establish informal buddy/mentor system	March 2007	
	Revise library and information service	December 2006	
	Scrutiny reviews used as learning mechanism	Ongoing	V. Scrutiny case study example
4.3 Investment in learning and development is evaluated in terms of benefits and impact	Annual Report to MAP reviewing delivery VFM in terms of organisational and individual benefits to be established	July 2007	TT Annual evaluation strategy
	Annual personal support planning to address	May - June 2007	BB Personal Support Planning / Members database
	Post activity evaluation mechanism	March 2007	MMxxxxxx

Guidelines	Action	Target Date	Evidence
4.4 Identifies (and implements) improvements to learning and development activities	Review of Induction.	January 2007	ZZ Reviews of induction, indicating continuous improvement
	Refresh Member Learning and Development Strategy	Sept 06 & Sept 07	D. Member Learning and Development Policy and Strategy C. MAP Report 22/6/06
	Review / consult on Member Learning and Development Programme annually or as required to pick up any individual / Corporate priorities	Ongoing	DD. Consultation with MAP / EMT on Member Learning and Development Programme

Objective 5. To ensure our approach to Elected Member Development promotes work life balance and citizenship

Guidelines	Action	Target Date	Evidence

5.1 Assists those with family responsibilities.	Refresh of Members handbook to consider and highlight assistance for those with families
	    Allowances
	    Leave
	    Pension
	    Child Care
		December 2006	E. Members Handbook

	Induction review to consider inclusion of family induction material	January 2007	ZZ Reviews of induction, indicating continuous improvement
5.2 Reviews how council business is conducted to allow for equality of access to key political decision making mechanisms	Consultation with all members on Democracy Diary Minutes showing changes to meeting are discussed and agreed to suit the members of committees personal circumstances Democracy Diary reviewed fortnightly and issued to all members Regular liaison with services to consult Democracy Diary to avoid clashes and ensure appropriate balance of commitments.	December 2006	NH please complete this bit

Guidelines	Action	Target Date	Evidence
5.3 Holds events for the community to encourage people to become community leaders.	Dedicated post for community engagement	Ongoing	Local democracy week action plan, programme of activities and review
	Actively targeted BME community to encourage democratic renewal	Ongoing	
	Actively work with Schools to deliver citizenship elements of the national curriculum	Ongoing	Youth Assembly L Citizenship links with local schools
	Actively work with the Youth Assembly and associated groups to encourage democratic renewal	Ongoing	
	Develop prospective Councillor material The council actively encourages citizenship, and publicises the role of elected members as community leaders, as part of promoting local democracy and encouraging under represented groups to take up office.	March 2007	Presentations at community forum events BME Literature and project details Prospective Councillor leaflet

Induction Training for Members

Stage 1 - Overview and Introduction to the Authority

Day 1 Tuesday 8th May 2007 9.30am – 4.45pm

9.30 – 11.00   An Introduction to Stockton-on-Tees Borough Council

- National/Local/Regional Government   Chief Executive/Assistant
  in context   Chief Executive

- The story of Stockton

11.00 Coffee

11.15 – 12.15 Children Education and Social Care

- Service Profile   Corporate Director of Children,
                                                                 Education and Social Care

- Role of Councillor as Corporate Parent   Corporate Head of School
                                                                 Effectiveness

12.15- 13.15   Development and Neighbourhood Services

- Service Profile   Corporate Director of
                                                                 Development and Neighbourhood
                                                                 Services

13.15 Lunch

14.00 – 15.00 Resources

- Service Profile   Corporate Director of Resources

3.00 Coffee

3.15 – 4.45   Strategy and Policy

- An introduction to the key strategies and   Chief Executive/Assistant
  Policies of the Local Authority   Chief Executive

- Familiarisation with the Borough   Chief Executive/Assistant
                                                                 Chief Executive

- Partnership Working   Assistant Chief Executive

Day 2 Wednesday 9th May 2007 9.30am – 4.45pm

9.30 – 11.00   Local Government Finance and Performance Management

• National system of Local Government Finance	Corporate Director of Resources
• The Financial Framework in Stockton	Corporate Director of Resources
• Procurement	
• Performance Management	Head of Policy

11.00 Coffee

11.15 – 11.45 Law & Democratic Services (Coffee at 11.00)

• Service Profile	Director of Law and Democracy

11.45 Lunch

12.30   The Constitution

• The Constitution	Director of Law and Democracy
• Executive Decision Making	
• Forward Plan	
• Ethics and Standards	
• Council Procedures	

14.30 – 16.00 Walkabout - Children Education and Social Care

- Tour of main Council buildings Central Stockton Service Representative / Principal Development Officer – Member Development / Principal Development Officer – Community Engagement
- Opportunity to discuss work in CESC and meet key members of CESC team

Day 3 Thursday 10th May 2007

9.30 – 11.00   Roles & Responsibilities Introductory Session

Director of Law & Democracy

- Corporate Governance
- Code of Conduct
- Freedom of Information
- Complaints
- Overview and Scrutiny   HoDS / Scrutiny Team Leader

11.00 Coffee

11.00 – 12.00 Roles & Responsibilities Introductory Session

- Members Allowances   HoDS / Democratic Services Team Leader
- Support from Democratic Services
- Member Development
- Members Officers relationship
- Ward Surgeries

12.00 Lunch

12.45 – 15.30 Walkabout – Development and Neighbourhood Services

- Tour of main Council buildings Central Stockton Service Representative / Principal Development Officer – Member Development / Principal Development Officer – Community Engagement
- Opportunity to discuss work in DANS and meet key members of DANS team

Day 4 Monday 14th May 2007 9.30 – 12.30

9.30 – 10.15

- Corporate Consultation – Background,
  issues and practical support   Head of Policy

10.15 – 10.45

- Equality & Diversity - An introduction   Head of Policy

10.45 – 11.30

- Media & Communications – Publications and Code of Practice PR Officer

11.30 Coffee

11.45 – 12.45

- ICT – Protocols and training   Members ICT Officer

12.45 Lunch

13.30 – 15.30 Walkabout – Resources, Legal and Democratic Services

- Tour of main Council buildings Central Stockton Service Representative /
  Principal Development Officer – Member Development /
  Principal Development Officer – Community Engagement
- Opportunity to discuss work in Resources and meet key members of
  Resources team
- Opportunity to discuss work in Legal and Democratic Services and
  meet key members of Legal and Democratic Services

Induction Training or Members

Stage 2 - Service Specific Training

Induction Documents - Signpost

Executive Briefing 25th May   Corporate Management Team
(Mandatory for New Members of the Executive)

Planning 29th May

(Mandatory training for Members of   Head of Planning
the Planning Committee)

Licensing 7th June

(Mandatory training for Members of the   Head of Community Protection
Licensing Committee)

Employee Appeals 1st June

(Mandatory training for Members of the   Head of Legal Services
Employee Appeals Panel)

Induction Training or Members

Stage 3 - Personal Support Planning - June 2007

Induction Documents - Signpost

Individual support planning to meet Members' identified learning and development needs. Individual personal support planning sessions to be arranged during May – June 2007.

Induction Programme documentation to be developed

Personal Support Plan		
Role	**Skills**	**Priority H/M/L***

Key
H - High
M - Medium
L - Low

Current Learning & Development Programme

Training Matrix

SKILLS	Councillor	Leader	Deputy Leader	Cabinet Member	Scrutiny Member	Planning Member	Licensing Member	Outside Body Member	Partnership Member	Standards Member
Political Skills										
Internal/external stakeholders	*	*	*	*	*				*	
Political judgement	*	*	*	*						
Compliance										
Codes of Conduct	*	*	*		*			*	*	*
Compliance	*	*	*		*		*	*	*	*
Accountability										
Internal/external stakeholders	*	*	*	*	*	*	*	*	*	*
Client orientation – external stakeholders	*	*	*	*	*	*	*		*	
Public Consultation	*	*	*	*	*	*	*		*	
Governance										
Client orientation – ensuring equity	*	*	*	*	*		*		*	
Probity	*	*	*	*	*	*	*	*	*	*
Transparency	*	*	*	*	*	*	*	*	*	*
Equality & Diversity	*			*	*					
Communication										
Formal presentations	*	*	*	*	*				*	
Interpersonal	*	*	*	*	*			*	*	
Written (Formal)	*	*	*	*	*					
Persuasion	*	*	*	*	*	*	*		*	
Influencing Skills	*	*	*	*	*	*	*		*	
Media Skills	*	*	*	*	*	*	*			
Public Speaking	*	*	*	*	*	*	*		*	
Facilitation Skills	*	*	*			*	*			*
Report Writing	*									
Business Awareness										
Business Strategy Awareness	*	*	*	*	*				*	
Client orientation – internal stakeholders	*	*	*	*	*					
Negotiation Skills – internal stakeholders	*				*	*	*			*
Awareness of Decision Making Structures	*	*	*	*	*	*	*	*	*	
Partnership Working	*	*	*	*	*		*	*	*	
Information/Performance Management	*			*	*	*	*	*	*	*
Community Engagement	*			*	*	*	*		*	
Health & Safety	*					*	*			
Advocacy	*			*	*					
Interview Skills	*			*	*		*			*
Equal Opportunities & Diversity	*									
Analytical	*			*	*	*	*			*

Current Learning & Development Programme
Training Matrix

SKILLS	Councillor	Leader	Deputy Leader	Cabinet Member	Scrutiny Member	Planning Member	Licensing Member	Outside Body Member	Partnership Member	Standards Member
Co-operation										
Inter-agency co-operation	*	*	*	*	*		*	*	*	
Inter-department co-operation	*	*	*	*	*	*	*		*	
Negotiation skills – external stakeholders	*			*	*	*	*		*	
Networking	*	*	*	*	*				*	
Mentoring Skills	*	*	*	*	*					
Problem Solving										
Sound judgement	*			*	*		*			*
Counselling	*									
Developmentally Orientated										
Entrepreneurial	*			*	*		*			
Innovation	*			*	*		*			
Personal Qualities										
Decisiveness	*	*	*	*	*	*	*			*
Flexibility & Adaptability	*	*	*	*	*			*	*	
Integrity	*	*	*	*	*	*	*	*	*	*
Managing own stress	*	*	*	*	*	*				
Self-awareness & sensitivity	*	*	*	*	*					*
Self-confidence	*	*	*	*	*					
Willingness to learn	*			*	*		*	*	*	
Time Management	*									
Speed Reading	*									
Leadership	*	*	*	*	*					
Diplomacy	*	*	*	*	*	*	*			*
Assertiveness	*	*	*	*	*	*	*		*	
Potential & Performance										
Clarity of goal setting	*	*	*	*	*			*	*	
Developmental Orientation	*	*	*							
Empowering	*			*	*					
Shared goal setting	*	*	*	*	*			*	*	
Promoting equality & diversity	*	*	*							
Working as a Team										
Collaborative working	*	*	*	*	*			*	*	
Managing change	*	*	*	*	*					
Managing conflict	*	*	*	*	*	*	*			*
Goal-Orientation										
Commitment to excellence	*	*	*							
Drive for improvement	*	*	*							

Current Learning & Development Programme
Training Matrix

SKILLS	ROLE Councillor	Leader	Deputy Leader	Cabinet Member	Scrutiny Member	Planning Member	Licensing Member	Outside Body Member	Partnership Member	Standards Member
Drive for results	*	*	*						*	
Seize opportunities	*	*	*					*	*	
Tenacity/Resilience	*				*	*				*
Managing the Service										
Chairing meetings	*	*	*		*					
Monitoring progress constructively	*	*	*	*	*				*	
Understanding organisational processes	*	*	*	*	*	*	*	*	*	
Planning										
Financial Planning	*	*	*	*	*				*	
Planning Risk Management	*	*	*	*	*				*	
Strategic Planning	*	*	*	*	*					
Project Management	*				*					
ICT										
Familiarity with IT Packages	*									
Email	*									
Word	*									
Access Database	*									
Powerpoint	*									
Excel Spreadsheet	*									