



Tiverton Town Council

Training & Development Policy

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Approved by	Approved
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1. Introduction

Tiverton Town Council is committed to the ongoing training and development of members of staff and elected members to enable them to make the most effective contribution in providing the highest quality representation and services for people of the town.

Dependant on the particular need the following is a list of possible ways in which the training or development needs could be met:

- Formal external training
- Internal training
- Distant learning
- On-line
- Shadowing
- Mentoring
- Reference book study

The training & development budget is set annually by the Finance & General Purposes Committee.

2. Purpose

The Council recognises that it's most important resource are its people and this policy aims to ensure that the Council provides staff and elected members with a clear and robust procedure for training and development.

Some training is necessary to ensure compliance to legal and statutory requirements.

3. Scope

The training and development policy applies to all paid members of staff and elected members.

For elected members, the Council adheres to the Local Government Association for the Member Development Charter & Charter Plus. The complete charter along with its elements and criterion is provided within the appendix of this policy document.

4. Process

4.1 Staff

- a. Induction training will be provided to every member of staff as soon as possible after they have joined the council;
- b. Staff will be encouraged to attend relevant training events, particularly those that update legislation and new practices;
- c. The Council encourages staff to make suggestions on how they would like to achieve additional relevant qualifications and every effort will be made to support them in achieving this;
- d. Staff appraisals are held every 12 months and include identifying training and development needs;
- e. Records of all training undertaken by employees will be kept in the personnel records of each member of staff;
- f. Employees are required to provide feedback on the quality and value of any training they undertake.

4.2 Elected Members

- a. New councillors will be provided with induction training which will include:
 - Role of councillor and officers on the Council
 - Structure of the Council
 - Legal aspects of the Council
 - Standing orders and financial regulations
 - Health & Safety
 - Code of Conduct
- b. All councillor training and development will be in accordance to The Member Development Charter & Charter Plus. See appendix 1.
- c. Councillors will be encouraged to attend relevant training events organised by Devon Association of Local Councils (DALC) to further develop their skills;



- d. Councillors who are appointed to a Chairman position will be supported and encouraged to attend appropriate training to enable them to become effective in carrying out the role;
- e. Councillors who become members of the Planning Committee are required to undertake regular training on planning matters and attend planning information sessions provided by the Planning Authority.

4.3 Financial Assistance

- a. All requests to attend training must be made to the Town Clerk in the first instance. If the Town Clerk requires training or development which has a financial implication on the Council, they will discuss the need to attend with the Mayor prior to attendance;
- b. Each request will be considered on an individual basis and the benefits to the individual and the Council will be considered;
- c. Members and staff attending approved short courses/workshops/residential weekends can expect the following to be paid:
 - The course fee (usually invoiced after the event)
 - Examination fee
 - Associated membership fees
 - Travelling expenses in accordance with the Councils current policy
 - Subsistence in accordance with Councils current policy
- d. Failure to sit an examination may result in the Council withdrawing further course funding and/or requesting the refunding of financial assistance. Each case will be considered on an individual basis;
- e. In order to best ensure cost effectiveness, Members and staff will be required to attend the nearest college/venue offering the required course, unless an alternative is authorised by the Finance & General Purposes Committee.

Appendix

1. The Member Development Charter & Charter Plus

THE MEMBER DEVELOPMENT CHARTER & CHARTER PLUS

Guidance: Examples of Evidence


There are four essential criteria to achieving the Charter:

1. There is a clear commitment to councillor development
2. The Council has a strategic approach to councillor development
3. Learning and development is effective in building capacity
4. The council's processes support councillors in their role as leaders of their local communities.


Within each of these there are a number elements and requirements to demonstrate that the criteria are being met. These do not dictate what should be in the strategy, the nature of the content or the delivery mechanisms that should be used. The emphasis is on ensuring that all councillors are appropriately developed and supported so that they can be effective in their roles.

The following lists are intended to indicate the sorts of evidence that can be used to show that the council's approach to member development meets the Charter criteria. Note that:

- There is no need to show all the evidence listed
- This does not preclude the use of other evidence that may not be listed
- Some are likely to be stronger indicators than others
- Some pieces of evidence may be applicable to more than one criteria elements




Member Development Charter & Charter Plus Examples of evidence Nov 2013




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Criterion 1. There is a clear commitment to councillor development				
	Elements	Requirements for Charter	Requirements for Charter Plus	Examples of Evidence
1.1.	Political and managerial leadership is committed to the development of councillors and have strategies in place to improve councillor and council performance	<ul style="list-style-type: none"> • Clear commitment from the top political and managerial leadership • Established all party training and development task group that meets regularly • There is a clear strategy which is embedded into practice • Named councillor(s) and officer(s) responsible for councillor development 	<ul style="list-style-type: none"> • Clear commitment from top political and managerial leadership to share development opportunities across local government tiers (including with parish & town councils) • Evidence that the Strategy is regularly reviewed • Evidence of forward planning 	<ul style="list-style-type: none"> • Signed commitment to achieving the Charter • Councillors are included in the IIP Award questioning process • Strategies are in place to support councillor development • A cross party Learning and Development Reference Group • Intranet / Internet access • Political and managerial leadership can describe strategies to develop councillors. • Confirmation and examples from councillors that political and managerial leaders are committed to their development. • Existence a Councillor Development Policy • Cross party Reference Group remit • Reference Group minutes of meetings showing active involvement of councillors in the learning and development process
1.2	Access to learning and development takes into account diversity of needs: political and managerial leadership can describe specific actions that they have taken to ensure equal access to learning and development opportunities for all councillors	<ul style="list-style-type: none"> • Timing of events takes account of cultural and personal circumstances • Councillors have fair access and equality of opportunity for development • The development programme includes a range of delivery methods to meet the different learning styles of councillors • Councillors are updated on developments in a range of ways 	<ul style="list-style-type: none"> • Statistical analysis of cultural and personal circumstances 	<ul style="list-style-type: none"> • Statistical evidence of attendance • A range of learning and development options to meet individual needs are provided and promoted • Councillors confirm that action is taken to accommodate diversity of need • The Councillor development plan evidences flexibility and consideration of the timing of development events
1.3	The council has a designated budget for councillor development which is adequate to meet	<ul style="list-style-type: none"> • Budget is explicit and clearly identified and monitored 	<ul style="list-style-type: none"> • The budget is properly reviewed, set and prioritised by the cross party task group 	<ul style="list-style-type: none"> • Budget reports • Information that informs councillors of the existence of the budget • Minutes of meetings that shows councillors



Member Development Charter & Charter Plus Examples of evidence Nov 2013



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	priority development needs			involvement in setting and monitoring the budget <ul style="list-style-type: none"> Councillors confirm that the budget is sufficient to meet priority development needs
1.4	Officers of the council have responsibility for co-ordinating councillor development	<ul style="list-style-type: none"> Appropriate and adequate staffing resources are in place to support councillor development 	<ul style="list-style-type: none"> Member development and support staff have their own skills development programme Member development and support staff are involved in regional and national learning networks 	<ul style="list-style-type: none"> Officers job description Named officer's in Councillors' Handbook or other information source that is distributed to councillors and officers Councillors are able to name the officer who supports their learning and development Those responsible for planning learning and development activities for councillors are able to demonstrate their understanding of learning and development in a political context Cross party Reference Group remit Reference Group minutes of meetings showing active involvement of councillors in the learning and development process



Criterion 2. The Council has a strategic approach to councillor development				
	Elements	Requirements for Charter	Requirements for Charter Plus	Examples of Evidence
2.1	There is a written and up to date councillor learning and development strategy and Councillor led strategy for councillor induction and development and representative councillors are involved in its formulation, implementation, monitoring and evaluation (possibly through an established all party task group or other all party committee)	<ul style="list-style-type: none"> Decisions about member development are taken by some form of formally constituted body of councillors Strategy identifies priority development needs and makes stated and clear links with council's aims and objectives Clear induction process and training programme for all new councillors 	<ul style="list-style-type: none"> Evaluation feedback contributes to review and further development of the strategy 	<ul style="list-style-type: none"> Written strategy Minutes of meetings showing monitoring and evaluation of the strategy Councillor Reference Group can describe their involvement in formulating the strategy Overview and Scrutiny Review of the effectiveness of the strategy Those involved in formulating the strategy can demonstrate how it links to the corporate objectives and the rationale behind stated priorities Cross party Reference Group remit Reference Group minutes of meetings showing active involvement of councillors in the learning and development process
2.2.	The council has a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives.	<ul style="list-style-type: none"> A process exists to identify individual development needs in the form of a Training Needs Analysis (TNA) or Personal Development Plans (PDPs) and is working effectively 	<ul style="list-style-type: none"> All councillors are offered PDPs and more than half of councillors take them up. Council has a process for diagnostic reviews (e.g. 360 degree reviews or appraisal process) to reflect on strengths and to support progression. 	<ul style="list-style-type: none"> Councillor role descriptions Implementation of the political skills framework Extracts from the constitution outlining councillor roles and responsibilities Councillors can describe how they contribute to the work of the council and their local community
2.3	The various councillor roles are clearly defined and outline how they contribute to the achievement of community, political and council objectives.	<ul style="list-style-type: none"> Councillors demonstrate an understanding of the skills and knowledge required in their ward and council wide roles Councillor role descriptions exist and are maintained for all key roles including ward councillor Councillors are clear about what the council is trying to achieve and the part they play in this as councillors 	<ul style="list-style-type: none"> Role descriptions are used to help identify development needs Evidence that councillors are clear about <ul style="list-style-type: none"> The role of partner bodies The role of other stakeholders Their own role on partner bodies Their own role in relation to other stakeholder bodies 	<ul style="list-style-type: none"> System in place to identify individual needs Learning Styles Analysis Personal Development Plans 360 Degree Appraisals Training Needs Analysis Profoma. Councillors are able to describe how learning and development activities have helped them to carry out their role and contribute to the achievement of the councils objectives Individual Learning and Development Plans link with function and corporate objectives



2.4.	The council has a structured process for assessing current and future leadership and Executive Team development needs	<ul style="list-style-type: none"> Published process to assess current and future needs Joint regular events/development plan that support the top political and management teams in learning about each other and working effectively together. 	<ul style="list-style-type: none"> Portfolio holders and spokespersons have undertaken training appropriate to their portfolio area. Evidence of a programme to develop the next generation of leaders 	<ul style="list-style-type: none"> Process in place to assess needs Learning and Development Plans 360 Degree Leadership Audits Political leadership development programme. Events that support team building Joint events for executive and senior management Succession planning Community Leadership development courses The political leadership can describe actions taken to develop political leadership capacity The political and managerial leadership can give examples of how they work together as a team
2.5	There is a Corporate Councillor Learning and Development Plan prioritising activities which brings together all learning and development plans – individuals, committees, political leadership and teams. This plan is able to prioritise activities according to resources and links the development of councillors with the Council's aims and objectives	<ul style="list-style-type: none"> Corporate councillor Learning and Development Plan links to council's aims & objectives and the development of Councillors 	<ul style="list-style-type: none"> The councillor development plan clearly prioritises learning activities in accordance with the needs of the corporate aims and objectives 	<ul style="list-style-type: none"> Corporate councillor Learning and Development Plan Prioritisation document Councillor Reference Group is able to explain how activities are prioritised



Criterion 3. Learning and development is effective in building capacity				
	Elements	Requirements for Charter	Requirements for Charter Plus	Examples of Evidence
3.1	Investment in learning and development is periodically evaluated in terms of cost and benefits of councillor learning and development and the impact that it has had on performance for the Councillor, the Council and the Community	<ul style="list-style-type: none"> Evaluation strategy in place to analyse the effectiveness of councillor development activities Case studies of how learning and development has impacted on performance Political and managerial leadership display a good understanding of both the costs and benefits of development activities and are able to explain why their commitment to councillor development is worthwhile Councillors can describe why they did certain activities, what they learnt and what difference it has made to them carrying out their various roles as an elected member 	<ul style="list-style-type: none"> Analysis of costs and benefits from councillor training and development Some form of impact assessment at the community level exists and is used (e.g. by asking for feedback from partners) 	<ul style="list-style-type: none"> Evaluation Strategy is in place and is effective Analysis of costs and benefits to the council from councillor learning and development. Case studies of how learning and development has impacted on performance Minutes of meetings, focus groups, questionnaires or interviews involving councillors evaluating the impact of their development on performance Political and managerial leadership display a good understanding of both the costs and benefits of development activities Political and managerial leadership can provide examples and anecdotal evidence of impact benefits to support their commitment to councillor development
3.2	Learning is shared with other councillors and where appropriate, with officers and stakeholders to encourage capacity building in the council and a learning organisation culture	<ul style="list-style-type: none"> Knowledge is shared with their peers, officers and others 	<ul style="list-style-type: none"> There is an effective process for disseminating, sharing and exchanging knowledge in place 	<ul style="list-style-type: none"> Examples of reports, briefing sessions, and information exchange systems used to capture and disseminate learning from learning activities Programmes of joint learning exchanges. Mentoring arrangements Hosting Case study visits Developing councillor champions for topic areas. Councillors can give examples of how they have supported and learned from the development of others
3.3	The Council demonstrates a commitment to an effective councillor learning and	<ul style="list-style-type: none"> Continuous improvement in the approach to developing people is demonstrated 	<ul style="list-style-type: none"> Links to Evaluation Strategy – what does? Demonstrate that evaluation outcomes inform change and drive continuous improvement 	<ul style="list-style-type: none"> Written reviews of learning and development activities with recommendations for change Minutes of meetings, reports, personal statements providing examples of improvements to learning activities



	development programme by implementing improvements to learning and development activities as they are identified		<ul style="list-style-type: none"> A quality assurance process is in place 	<ul style="list-style-type: none"> Changes to on-going programmes and rationale for the revisions made Councillors can describe what has been done to improve development activities where improvements were needed Quality assurance process in place and effective
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Criterion 4. The council's processes support councillors in their role as leaders of their local communities.				
	Elements	Requirements for Charter	Requirements for Charter Plus	Examples of Evidence
4.1	The council actively encourages citizenship and publicises the role of councillors as community leaders as part of promoting local democracy and encouraging under represented groups to take up office	<ul style="list-style-type: none"> The council holds a range of events to encourage people to become community leaders 	<ul style="list-style-type: none"> The Council takes action to encourage people to become councillors, particularly from under-represented groups Council provides information on the electoral process The Council builds links with local businesses and employers to promote the role of the councillor 	<ul style="list-style-type: none"> Local democracy week action plan, programme of activities and review Youth council Supports the LGA "Be a Councillor" campaign Citizenship links with local schools, colleges and universities Presentations at community forum events, and targeting under-represented groups, to promote the role of councillors Open days and prospective councillor events Prospective councillor materials, role descriptions – recruitment packs 'Day in the life of a councillor' feature in newsletters Top political and managerial leadership can demonstrate that action is taken to encourage people to become councillors, particularly from under-represented groups
4.2	Councillors are developed so that they can play a full part in the debate /decision making process around increasing organisational effectiveness, providing challenge, leading local communities and places.	<ul style="list-style-type: none"> Development activities are provided to support effective decision-making and service improvement Councillors are developed and supported in their use of the internet and social media to effectively communicate and network with their communities Councillors are developed and supported in their community leadership role e.g. community leadership and engagement, networking; use of social media 	<ul style="list-style-type: none"> Development activities are offered to support Councillors in identifying appropriate funding streams available to councils/wards 	<ul style="list-style-type: none"> Briefings on topical issues around central government policy affecting community empowerment and involvement Councillors understand their roles Councillors understand the impact on their role as community leaders Training / development in facilitation, brokering, decision-making and influencing skills PDPs identify what development individual councillors need to enable them to meet the challenge of their changing role and local government environment Support and development on appropriate and effective use of social media Support and development activities on researching and identifying funding streams



4.3	The council regularly reviews how it conducts its business, in terms of when meetings are held and full access to meetings, so that councillors or potential councillors are able to take part in the democratic processes	<ul style="list-style-type: none"> • Council business is conducted to allow for equality of access in the democratic process • The Council diary is scheduled to take account of cultural, faith, travel, domestic and employment commitments 	<ul style="list-style-type: none"> • The council gathers feedback on and reviews its arrangements and timings of meetings and the way it conducts its business to take account of cultural, faith, travel needs and family commitments of councillors 	<ul style="list-style-type: none"> • Council Diary • Regular reviews of the number of meeting that are necessary to conduct council business, recognising councillors are often involved in external meetings • Feedback and examples from Councillors supports an equality of access approach
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