



**LONDON MEMBER DEVELOPMENT CHARTER & CHARTER PLUS
Accreditation Guidelines
With Example Evidence**

The London Member Development Charter and Charter Plus aim to promote best practice in member development.

The Accreditation Good Practice Guidelines, developed by Local Government Improvement & Development and London Councils, are heavily influenced by the Investors in People national quality standard.

Proposed Guidelines for Accreditation	
Process	
<ul style="list-style-type: none"> • Stage 1 – Commitment to the Charter and an Action Plan The authority will undertake a self assessment against the Charter criteria and based on the self assessment will develop an Action Plan supported and approved by South East Employers (SEE). • Stage 2 – Improving the development of the elected members The authority works towards achieving the Charter and meeting the requirements of the Action Plan. • Stage 3 – Assessment An on-site assessment will be carried out by a trained team of elected members/officers from South East Employers. A comprehensive report will be sent within one month of the assessment date. • Stage 4 – Awarding the Charter When the authority has been assessed and once you have been awarded Charter status a certificate from London Councils will be issued. • Stage 5 – Reassessment Authorities are reassessed after three years to ensure commitment to the Charter has been continued. The benefits and possibility of working towards the Charter Plus can be explored at any time. 	
Accreditation - Good Practice Guidelines	
1.	Commitment to councillor development
1.1	Top political and managerial leadership commitment to development of councillors
1.2	Councillor Learning and Development Policy
1.3	Access to learning and development takes into account diversity of needs
1.4	Designated Budget for councillor development
1.5	Officer support for councillor development
Accreditation Good Practice (continued)	
2.	Strategic approach to councillor development

- 2.1 Councillor led strategy
- 2.2 Councillor roles are clearly defined
- 2.3 **Individual Learning and Development Plans**
- 2.4 Political Leadership and Executive Team development and management
- 2.5 Committee Learning and Development
- 2.6 Development opportunities are promoted and take in to account access requirements
- 2.7 Joint learning activities with officers, partners and the wider community
- 2.8 Corporate Councillor Learning and Development Plan prioritising activities
- 2.9 Structured Induction process for all new councillors
- 2.10 Evaluation mechanisms that inform future plans
- 2.11 Councillor Learning and Development Reference Group

3. Learning and development is effective in building capacity

- 3.1 Councillors learn and develop effectively
- 3.2 Learning is shared with other councillors and where appropriate, with officers and stakeholders
- 3.3 **Investment in learning and development is evaluated in terms of benefits and impact**
- 3.4 Improvements to learning and development activities are identified and implemented

4. Supporting Councillors

- 4.1 Council provides an appropriate level and range of support as well as assisting those with caring responsibilities
- 4.2 Council examines how council business is conducted to allow for equality of access to key political decision making processes
- 4.3 Council holds events for the community to encourage people to become future community leaders
- 4.4 Councillors are provided with development and briefings to enable them to understand and fulfil their role in relation to community involvement and its impact on their wider role as councillors
- 4.5 Councillors are provided with the skills to enable them to fulfil their role as leaders of an organisation

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THE MEMBER DEVELOPMENT CHARTER & CHARTER PLUS Requirements (November 2010)

1. Commitment to councillor development			
Elements	Examples of Evidence	Specific Minimum Requirements for Charter	Specific Minimum Requirements for Charter Plus
<p>1.1. Political and managerial leadership is committed to the development of councillors.</p> <p>What this means in practice Political and managerial leadership put strategies into place to improve councillor and council performance.</p>	<ul style="list-style-type: none"> Investment in resources including learning materials, facilitators etc Signed commitment to achieving the Charter A written statement that has been circulated to all councillors expressing the council's intent to develop all councillors. Articles / minutes of meetings which declare a commitment to councillor development and ways of achieving this. LiP Award for councillors Public commitment to councillor development in council newsletters. Strategies are in place to support councillor development. A cross party Learning and Development Reference Group Councillors Handbook Intranet / Internet access Political and managerial leadership can describe strategies to develop councillors. Confirmation by councillors that political and managerial leaders are committed to their development. Produce a Councillor Development Policy. 	<ul style="list-style-type: none"> Clear commitment from the top political and managerial leadership Signed commitment to member development and action plan Established all party training and development task group that meets regularly There is a clear strategy Feedback from Members confirms that strategy & actions described, take place Named councillor(s) and officer(s) responsible for councillor development Evidence that all-party training and development task group meet on regular basis 	<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

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<p>1.2. Councillor Learning and Development Policy</p> <p>What this means in practice The council has a written policy that has been distributed to all councillors, specifying the principles and operational procedures for councillor learning and development</p>	<ul style="list-style-type: none"> • Production of policy on request. • Councillors and officers able to describe actions taken to implement and monitor the policy. • Councillors are able to describe the outcomes of the policy implementation. • Councillors can explain how they were made aware of the policy and how the council supports the implementation of the policy. 	<ul style="list-style-type: none"> • Statement of Commitment Policy easily accessible to members 	<ul style="list-style-type: none"> • Evidence that the Policy is Member led • Evidence that the Policy is reviewed
<p>1.3. Access to learning and development takes into account diversity of needs</p> <p>What this means in practice Political and managerial leadership can describe specific actions that they have taken to ensure equal access to learning and development opportunities for all councillors.</p>	<ul style="list-style-type: none"> • Statistical evidence of attendance. • Menu of learning and development options to meet individual needs. • Timing of events takes account of cultural and personal circumstances. • Councillors confirm that action is taken to accommodate diversity of need. 	<ul style="list-style-type: none"> • Timing of events takes account of cultural and personal circumstances • Elected members confirm the action taken to ensure equality of opportunity to development • The development programme includes a range of delivery methods to meet the different learning styles of members 	<ul style="list-style-type: none"> • Statistical evidence of cultural & personal circumstances
<p>1.4. Designated budget for councillor development</p> <p>What this means in practice The council has a designated budget for councillor</p>	<ul style="list-style-type: none"> • Sight of budget and how it is used. • Information that informs councillors of the existence of the budget. • Minutes of meetings that shows councillors involvement in setting and monitoring the budget. 	<ul style="list-style-type: none"> • Budget is explicit and clearly identified and monitored 	<ul style="list-style-type: none"> • Evidence that the budget is properly reviewed, set and prioritised by the cross party task group (see 1.1)



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<p>development which is adequate to meet priority development needs.</p>	<ul style="list-style-type: none"> Councillors confirm that the budget is sufficient to meet priority development needs. 		
<p>1.5. Officer support for councillors development</p> <p>What this means in practice Officer/ s of the council have responsibility for co-ordinating councillor development</p>	<ul style="list-style-type: none"> Officer/s 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. Named officer/ officers demonstrate that they have the knowledge and skills to enable councillors to learn and develop effectively. Those responsible for planning learning and development activities for councillors are able to demonstrate their understanding of learning and development in a political context. 	<ul style="list-style-type: none"> Members confirm that there is an officer who supports their learning 	<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

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2. Strategic approach to councillor development			
Elements	Examples of Evidence	Specific Minimum Requirements for Charter	Specific Minimum Requirements for Charter Plus
<p>2.1 Councillor led strategy</p> <p>What this means in practice Representative councillors are involved in the formulation, implementation, monitoring and evaluation of councillor development strategies, possibly through an established all party task group or other all party committee</p>	<ul style="list-style-type: none"> • Written strategy available for viewing. • Minutes of meetings showing monitoring and evaluation of the strategy. • Councillor Reference Group description of 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. 	<ul style="list-style-type: none"> • Decisions about member development are taken by some form of formally constituted body of members • Strategy identifies priority development needs and makes stated and clear links with council's aims and objectives 	<ul style="list-style-type: none"> • Robust evaluation process is in place and can be evidenced • Evidence that evaluation feedback contributes to review and further development of the strategy
<p>2.2. Councillor roles are clearly defined</p> <p>What this means in practice The various representative roles are clearly defined and councillors are able to describe how they contribute to the achievement of community, political and council objectives.</p>	<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. 	<ul style="list-style-type: none"> • Members demonstrate an understanding of the skills and knowledge required in their ward and council wide roles • Member role descriptions exist and are maintained for all key roles including ward councillor • Elected members 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 members are clear about <ul style="list-style-type: none"> ○ The role of partner bodies (e.g. LSPs) ○ The role of other stakeholder bodies (e.g. Primary Care Trust) ○ Their own role on partner bodies ○ Their own role in relation to other stakeholder bodies

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<p>2.3. Individual Learning and Development Plans</p> <p>What this means in practice The council has a structured process for regularly assessing councillors' Individual learning and development needs based on focused objectives.</p>	<ul style="list-style-type: none"> • Published system used to identify individual needs. • Learning Styles Analysis. • Individual Learning and Development Plans identifying how, when, where and who is responsible for learning and development activity. • 360 Degree Appraisals. • Training Needs Analysis Proforma. • 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. 	<ul style="list-style-type: none"> • System / process exists to identify individual development needs 	<ul style="list-style-type: none"> • All councillors are offered PDPs and the majority of councillors take them up. • Council has a process for diagnostic reviews (eg, 360 degree reviews or appraisal process) to reflect on strengths and to support progression.
<p>2.4. Political Leadership and Executive Team development and management</p> <p>What this means in practice The council has a structured process for assessing current and future leadership and Executive Team development needs. Development Programmes are put into Place.</p>	<ul style="list-style-type: none"> • Published process used 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 development programmes/ events. • Courses to support political leadership development. • Community Leadership development courses. • The political leadership can describe actions taken to develop political leadership capacity 	<ul style="list-style-type: none"> • Published process to assess needs • Joint regular events/development plan that support the top team working together corporately & development 	<ul style="list-style-type: none"> • All portfolio holders and spokespersons have undertaken training appropriate to their portfolio area. • Evidence of a programme to develop the next generation of leaders • The top political leadership & management can describe actions taken to develop the political leadership capacity and how they work together as a team

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<p>2.5. Committee Learning and Development</p> <p>What this means in practice The council has a structured process for assessing the learning and development needs of all of council committees</p>	<ul style="list-style-type: none"> • Published system used to identify needs. • Learning and development plans. • Councillors on committees can describe learning that has taken place and is due to take place. 	<ul style="list-style-type: none"> • Published system/process to identify needs • Feedback from Members to say it happens 	<ul style="list-style-type: none"> • Explicit all Committee learning & development plans that feed into corporate plan
<p>2.6. Development opportunities are promoted and take into account access requirements.</p> <p>What this means in practice Councillors receive appropriate and adequate notice of development opportunities to allow them to plan in advance. Events are organised at various times, to allow for access by those with work or caring responsibilities. A range of methods are utilised to meet learning needs</p>	<ul style="list-style-type: none"> • A planned timetable of learning opportunities. • A menu of learning opportunities. • Councillors’ newsletters and notices publicising events and information. • Access to knowledge websites. • Examples of events arranged at different times. • Systems to encourage take-up of learning events i.e. use of champions, political whips. • Councillors can give examples of how they receive information about learning opportunities. • Councillors confirm that the council actively removes barriers to inclusion for learning and development activities. 	<ul style="list-style-type: none"> • Timetable of learning opportunities that demonstrate events arranged at different times • Annual programme of development activities published and circulated to all councillors through a variety of channels • Members can give examples of how they receive appropriate and adequate notice of learning opportunities • Training programmes indicate development opportunities available at a range of times allowing access by different groups including those who work 	<ul style="list-style-type: none"> • Evidence that briefing sessions and materials are provided and publicised on emerging issues (e.g. legislative changes, government white papers) • Development opportunities include: <ul style="list-style-type: none"> ○ Mentoring ○ Distance learning materials ○ E-learning methods ○ Internal and external training sessions • At least 90% of all councillors feel they have adequate access to development opportunities
<p>2.7. Joint learning activities with officers, partners and the wider community.</p>	<ul style="list-style-type: none"> • Area Forum / committee learning events. • Cross service development programmes with other bodies i.e. police, health, fire, voluntary sector. 	<ul style="list-style-type: none"> • Members can provide examples of elected members learning with, and from, others from stakeholder organisations. 	<ul style="list-style-type: none"> • Development opportunities are made available across the local government tiers • Achievements gained

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<p>What this means in practice Councillors can provide examples of actions taken to encourage joint development opportunities with key partners, officers and community representatives to enhance closer working relationships and understanding</p>	<ul style="list-style-type: none"> • People from external organisations can provide examples of positive learning events. • Councillors can give examples of achievements gained from joint learning events. 	<ul style="list-style-type: none"> • External partners are involved in relevant training sessions 	<p>from joint learning events</p>
<p>2.8. Corporate Councillor Learning and Development Plan prioritising activities.</p> <p>What this means in practice Bringing together all learning and development plans – individuals, committees, political leadership and teams into a Corporate Plan that is able to prioritise activities according to resources And which links to council’s aims & objectives and the development of elected Members.</p>	<ul style="list-style-type: none"> • Corporate Learning and Development Plan. • Prioritisation document. • Councillor Reference Group able to explain how activities were prioritised. 	<ul style="list-style-type: none"> • Corporate Learning and Development Plan 	<ul style="list-style-type: none"> • Prioritisation document & links to corporate aims & objectives
<p>2.9. Structured Induction process for all new councillors.</p> <p>What this means in practice Councillors who are new to the council and those who take on new roles receive structured and effective</p>	<ul style="list-style-type: none"> • Induction Programme of events/ visits/meetings. • Individual Induction Plans. • Mentor / Peer / Buddy support. • Councillor Handbooks. • Local, Regional, National Learning events. • Intranet / Internet / CD supports. • Councillors can describe their induction 	<ul style="list-style-type: none"> • Induction Strategy & programme of events • Induction programme for new councillors • Councillors can describe their induction processes, what they learned and how the learning has helped them to be effective in their role 	<ul style="list-style-type: none"> • Pre-election briefings for candidates to explain • All new members are offered some form of mentoring Induction programme links to PDP process and on-going development programme

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<p>induction.</p>	<p>processes, what they learned and how the learning has helped them to be effective in their role.</p>		
<p>2.10. Evaluation mechanisms that inform future plans.</p> <p>What this means in practice The council has systems in place that effectively evaluate councillor learning and development activity and identifies the benefits for individuals and the council and areas for improvement</p>	<ul style="list-style-type: none"> • Examples of evaluation mechanisms. • A system for evaluating individual learning and development with examples. • An evaluation process which focuses on outputs (actions), outcomes (results) and continuous improvement. • Councillors can describe how learning and development is evaluated and who is responsible for ensuring the evaluations take place. 	<ul style="list-style-type: none"> • Top political and managerial leadership can describe how training and development is evaluated and who is responsible • Written up outline approach to evaluate elected member training and development with named member and officer responsibilities • Councillors can describe how learning and development is evaluated and who is responsible for ensuring the evaluations take place 	<ul style="list-style-type: none"> • Robust evaluation process is in place and can be evidenced • Some form of impact assessment at the community level exists and is used (e.g. by asking for feedback from partners)
<p>2.11. Councillor Learning and Development Reference Group</p> <p>What this means in practice A cross party group of councillors works with relevant officers to direct and support all councillor learning and development activity.</p>	<ul style="list-style-type: none"> • Cross party Reference Group remit. • Reference Group minutes of meetings showing active involvement of councillors in the learning and development process. 	<ul style="list-style-type: none"> • Cross party Reference Group remit. • Reference Group minutes of meetings showing active involvement of councillors in the learning and development process. 	<ul style="list-style-type: none"> • Quality, Member led approach • Evidence of forward planning

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3. Learning and development is effective in building capacity			
Elements	Examples of Evidence	Specific Minimum Requirements for Charter	Specific Minimum Requirements for Charter Plus
<p>3.1. Councillors learn and develop effectively.</p> <p>What this means in practice Councillors have improved in their confidence and performance in their varied council roles to enhance the performance of the council.</p>	<ul style="list-style-type: none"> • Evaluation reports outlining results from councillor learning and development activity. • End of event questionnaires. • Extracts/ quotes on corporate capacity and councillor development from external inspection reports. • Development Programmes showing where appropriate development activities are linked to relevant external standards. • Political leaders are able to describe the improvements that learning and development activity has brought to individuals, functions and the council. • Individual councillors can describe what they have learned and the difference that it has made to them carrying out their various roles. 	<ul style="list-style-type: none"> • Examples of end of event questionnaires • Top political and managerial leadership are able to describe the improvements that training and development have brought to the performance of individuals, functions and the council • Members 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"> • Clear process showing how end of event evaluation feeds into impact evaluation and to review and development of the training programme • Evidence of post-event follow-up evaluation to assess performance change (e.g. through PDP process)
<p>3.2 Learning is shared with other councillors and where appropriate, with officers and stakeholders.</p> <p>What this means in practice There is a mechanism for the dissemination of learning materials; knowledge</p>	<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. 	<ul style="list-style-type: none"> • Elected members can describe how they have learnt from or shared their learning with their peers, officers and others 	<ul style="list-style-type: none"> • Formal process for disseminating information/learning that all Members are aware of and is useful

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<p>exchange; case studies; Action learning, to encourage Capacity building in the council and a Learning Organisation culture.</p>	<ul style="list-style-type: none"> Councillors can give examples of how they have supported the development of others. 		
<p>3.3 Investment in learning and development is evaluated in terms of benefits and impact</p> <p>What this means in practice. The council demonstrates that it periodically evaluates the cost and benefits of councillor learning and Development and the impact that it has had on performance.</p>	<ul style="list-style-type: none"> Evaluation Strategy is in place. Regular reports are compiled analysing 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. Exit interviews with councillors who are not re-elected or leave. 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. 	<ul style="list-style-type: none"> Evaluation strategy in place 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 	<ul style="list-style-type: none"> Reports to top political and managerial leadership showing regular analysis of costs of and benefits from member training and development
<p>3.4. Improvements to learning and development activities are identified and implemented</p> <p>What this means in practice Changes are made to learning and development programmes and activities to demonstrate the council's</p>	<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. Changes to on-going programmes. Councillors can describe what has been done to improve development activities 	<ul style="list-style-type: none"> Minutes of meetings, reports etc providing examples of improvements to learning Top political and managerial leadership can demonstrate continuous improvement in the approach to developing people Elected members and their 	<ul style="list-style-type: none"> Links to Evaluation Strategy



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commitment to a continuously effective councillor learning and development programme	where improvements were needed.	representatives can describe what has been done to improve development activities whenever improvements were needed	
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4. Supporting Councillors			
Elements	Examples of Evidence	Specific Minimum Requirements for Charter	Specific Minimum Requirements for Charter Plus
<p>4.1. Council provides an appropriate level and range of support as well as assisting those with caring responsibilities.</p> <p>What this means in practice The council regularly assesses how it can assist councillors, particularly those with caring responsibilities in terms of suitable allowances and support</p>	<ul style="list-style-type: none"> • Councillors Handbook includes arrangements that support those with caring responsibilities. • Arrangements for maternity and paternity leave. • Arrangements for child care and other caring allowances. • Special leave for issues like long term sickness and bereavement. • Pension arrangements. • Minutes of meetings showing that the council regularly reviews the suitability of allowances and support to councillors to assure people who may be interested in taking up public office. • Crèche facilities. • Induction event for the families of newly elected councillors. • Councillors can give examples of how the council supports those with caring responsibilities 	<ul style="list-style-type: none"> • Councillors Handbook includes arrangements that support those with caring responsibilities. • Top Political and managerial leadership can give examples of how the council supports those with caring responsibilities • Members can give examples of how the council supports those with caring responsibilities • Elected members believe that the council is committed to supporting all councillors and particularly those with family and other caring responsibilities • All councillors have equal access to council premises, facilities and systems 	<ul style="list-style-type: none"> • Evidence that support arrangements for councillors are reviewed on a regular basis and recorded • Support needs of all councillors are assessed, including: <ul style="list-style-type: none"> ○ ICT provision and support ○ Administrative and secretarial support (incl. diary management) ○ Research ○ Casework
<p>4.2. Council examines how council business is conducted to allow for equality of access to key political decision making processes.</p>	<ul style="list-style-type: none"> • Council diary schedules take account of cultural and faith commitments. • Council diary schedules show a range of times for meetings, so that councillors can discharge their duties in such a way so as not to sacrifice caring and employment responsibilities. 	<ul style="list-style-type: none"> • Council diary - times of meetings include both day and evening so that members can discharge their duties in such a way so as not to sacrifice family and employment responsibilities 	<ul style="list-style-type: none"> • Evidence that council reviews its arrangements and timings of meetings and the way it conducts its business to take account of cultural, faith, travel needs and family

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<p>What this means in practice 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</p>	<ul style="list-style-type: none"> Regular reviews of the number of meetings that are necessary to conduct council business, recognising councillors are often involved in external meetings 	<ul style="list-style-type: none"> Feedback from Members supports an equality of access approach Council diary - scheduling meetings takes account of cultural and faith commitments 	<p>commitments of councillors</p>
<p>4.3. Council holds events for the community to encourage people to become future community leaders.</p> <p>What this means in practice 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</p>	<ul style="list-style-type: none"> Local democracy week action plan, programme of activities and review Youth council 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 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 	<ul style="list-style-type: none"> Local democracy week action plan, programme of activities and review Youth council Citizenship links with local schools, colleges and universities Prospective councillor events Open days 	<ul style="list-style-type: none"> Top political and managerial leadership can demonstrate that action is taken to encourage people to become councillors, particularly from under-represented groups Prospective councillor materials, role descriptions – recruitment packs Evidence that the Council takes an active role in promoting local democracy Council provides information on the electoral process Evidence that the Council is building links with local businesses and employers to promote the role of the councillor
<p>4.4 Councillors are</p>	<ul style="list-style-type: none"> Briefings on topical issues around central 	<ul style="list-style-type: none"> Briefing / training sessions 	<ul style="list-style-type: none"> Councillors are a source

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<p>provided with development and briefings to enable them to understand and fulfil their role in relation to community involvement and its impact on their wider role as councillors</p> <p>What this means in practice Council provides development and briefings on the changing roles of councillors in relation to the local community and provides councillors with the skills and understanding they need to meet this challenge</p>	<p>government policy affecting community empowerment and involvement</p> <ul style="list-style-type: none"> • Councillors understand their roles in promoting social enterprise • Councillors are updated on developments in a range of ways • 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. 	<p>and materials are provided on topical issues</p> <ul style="list-style-type: none"> • Councillors are actively engaged in community leadership activities 	<p>of knowledge, both internally and externally, and share their perspectives on new initiatives and Government policies to update others</p>
<p>4.5 Councillors are provided with the skills to enable them to fulfil their role as leaders of an organisation</p> <p>What this means in practice Councillors are developed so that they can play a full part in the debate/decision making process around increasing organisational effectiveness, productivity and efficiency, including providing challenge</p>	<ul style="list-style-type: none"> • Councillors understand what is meant by “Productivity” and “Efficiency” • Councillors understand the financial management reports/information they are provided. • Councillors understand the importance of effective procurement • Councillors are aware of the opportunities from trading and charging 	<ul style="list-style-type: none"> • Councillors can provide examples of learning and development activities to support effective procurement decision-making 	<ul style="list-style-type: none"> • Councillors can provide examples of where learning and development activities have supported them in identifying appropriate funding streams available to councils/wards