Slough Borough Council

Report To:	Standards Committee
Date:	19 March 2024
Subject:	Member Induction and Member Development Working Group
Chief Officer:	Stephen Taylor, Monitoring Officer
Contact Officers:	Alexander Polak, Head of Governance & Scrutiny, Statutory Scrutiny Officer
Ward(s):	All
Exempt:	No
Appendices:	Appendix A – Induction Programme 2023/24 as delivered Appendix B – Proposed outline of Member Development Programme 2024/25

1. Summary and Recommendations

1.1 This report:

- Provides information about the Member Induction and Development Programme delivered over 2023/24 in the first year of this 4-year municipal cycle, including the relevant results from a survey of Members.
- Recommends the 'Member Development Working Group' approved by this Committee in October now be convened to review the proposed outline of a Member Development Programme 2024/25 as at Appendix B, in light of any comments made by the Standards Committee
- Seeks members' re-endorsement of the principles for the ongoing member development programme, contained within this report – which would wrap around the items set out in Appendix B;

Recommendations:

1. **That the committee provide feedback on the induction programme for new councillors in 2023/24, in light of the member survey;**

2. **That the ongoing Member Induction and Development Plan 2023/24 (Appendix A) be welcomed and endorsed and any outstanding training needs for 2023/24 not included in the Plan be identified by the Committee for consideration by the Monitoring Officer;**

3. **That a 'Member Development Working Group' of councillors and officers be convened to advise the Monitoring Officer on the outline Member**

Development Plan 2024/25 set out in this report and at appendix B, in light of any steer by this committee; and

4. **That the principles for member development set out in section 3 are endorsed again for the ongoing member development programme.**

Reasons for recommendations:

- To provide Councillors with the key skills, tools, knowledge and confidence to enable them to successfully navigate their roles and effectively discharge their council responsibilities.

- To demonstrate progress against the recommendations in the Centre for Governance and Scrutiny's *Scrutiny Improvement Review*, including that we have begun to upskill and develop councillors' capacity and capability to take on and respond to the current significant challenges faced by the Council.

- To ensure that the Council complies with its duty to implement the Directions of the Secretary of State to achieve improvements in relation to the proper functioning of democratic governance and scrutiny.

Commissioner Review

This report has been reviewed by Commissioners and there are no specific comments to add.

2. Introduction

2.1 The induction programme and associated Member Development which was delivered by Slough Borough Council over the past ten months for its incoming councillors is set out in Appendix A. It gave specific attention to training of Scrutiny Members in light of the government direction on that topic, as well as supporting all members more generally and Chairs, Cabinet Members etc in their specific roles.

2.2 The Member development plan was originally published on the agenda for an April 2023 meeting of the Standards Committee, which was not quorate, and therefore the plan was formally agreed by an October 2023 meeting.

2.3 The Member Development Plan itself takes the form of a series of principles for the way in which member induction and development will be done during the current year, and a detailed plan for induction. It was designed to focus on key skills and knowledge so that first-time Councillors could hit the ground running and to enable returning Councillors to build on their existing knowledge and skills base. This focus on new councillors and scrutiny was prescient since, in the event, 22 of the 42 councillors elected in May 2023 were new to the council. Nevertheless, the plan was adapted significantly from what was originally proposed and was supported by a lot of personalised support for individual councillors in key roles, in light of the election result and change in administration.

2.4 The plan was designed to provide a framework for, and to demonstrate our commitment to, the continued professional development of Councillors. In order to meet the council's improvement goals it must provide sufficient ongoing

development opportunities for its decision-makers, to steadily improve their skills, knowledge and behaviours.

2.5 The plan is closely aligned to the requirements highlighted in the CfGS Scrutiny Review, the Directions from the Secretary of State (specifically to ensure that councillors make evidence-based decisions and are mindful of the duty of best value), and the Council's strategic priorities, its recovery plan and vision.

2.6 The plan envisaged that the bulk of training would be provided in-house, with a mixture of online and in-person sessions, with accessibility enabled by modern technology such as recording sessions on Teams. Some sessions would be facilitated by external providers and councillors would also be encouraged through various other means to gain outside experience of 'what good looks like'. In the event, the main outside providers of member development have been the Centre for Governance and Scrutiny – who delivered the Scrutiny induction programme in conjunction with SBC officers – and the Local Government Association.

3 Member Induction and Development Plan 2023/24

3.1 The core pieces of the induction programme – as delivered - are presented in Appendix A. Appendix A is a record of primarily formal, group learning opportunities and therefore is not comprehensive of everything which has assisted Members to learn this year. For example, it *excludes* the following, which have also been critical aspects of the overall member development programme:

- Peer mentors offered by the LGA to all cabinet and other members in key positions such as Leader of the Opposition and Chair of Scrutiny.
- Numerous and regular service-led briefings for each Cabinet member
- Subject-specific workshops in Scrutiny Committee and Audit Committee pre-meetings, including constant reflection on the specific role of those committees in that context.
- Various external training sessions attended by individual councillors, either free or funded from the Member Development budget, identified by either Members or officers, typically relating to skills (eg aimed at new cabinet members or scrutiny members) or subject matter (eg members of scrutiny T&Fs attending webinars on scrutiny topics).
- Support and mentorship by lead officers and Democratic Services officers to members in key roles, often in a much more involved way than would be usual with experienced councillors in long-established roles.

3.2 The year split into broadly three phases, in line with the plan set out in April and October for this committee:

1. Mandatory courses first which comprised a minimum baseline of compliance with legal and constitutional requirements (e.g., with regard to Member Code of Conduct, declarations of interest, information governance, and mandatory Planning/Licensing training)

2. Skills next (i.e., *how* to be an effective councillor)

3. Subject matter knowledge, primarily delivered at moments when it is relevant and can be applied e.g., subject briefings in advance of decisions on those topics, changes in legislation, etc.

3.3 As planned, the frequency of formal training sessions decreased as the year passed and Members' became busier applying their new knowledge in committee and community settings. By the latter part of the year, most member development effort was happening in focused, targeted ways for committees or individual members. Members are requested to identify any remaining training needs for 2023/24 and which have not been included in the Plan so that these can be addressed by the Monitoring Officer.

Structure and prioritisation of development offer

3.4 The intention in 2024/25 is to continue to prioritise in a similar way, with a programme of work which kicks off after the Annual Meeting ie after any potential changes of chairmanships or cabinet portfolios:

1. Refresher sessions of mandatory courses first, covering compliance with legal and constitutional requirements (e.g., with regard to Member Code of Conduct, declarations of interest, information governance, and mandatory Planning/Licensing training). Establishing an expectation of annual review of these key topics.

2. Skills next (i.e., *how* to be an effective councillor), in the form of training aimed at committees and individuals in key roles, especially where there have been changes of personnel.

3. Subject matter knowledge, primarily delivered at moments when it is relevant and can be applied e.g., subject briefings in advance of decisions on those topics, changes in legislation, etc. Supported by increasing the formality around all-member briefings, the use of which has been increasing in frequency in the latter part of the year, and which have generally been well received.

3.5 The induction programmes set out at Appendix A and B follow this pattern and are split into these sections for clarity.

Scrutiny Training

3.6 The Centre for Governance and Scrutiny (CfGS), with funding assistance by the Local Government Association, have delivered a programme of Scrutiny development work specially for Slough Borough Council, in light of the findings in their review of SBC's scrutiny arrangements and the developments in the service since. Their proposal was submitted in July 2022 and the council delivered it in full for the new cohort for Scrutiny members commencing immediately after the election. This was a critical thread in the Council's Scrutiny Improvement Action Plan. It included facilitated support for the development of the Scrutiny Work Programme as well as bespoke training for the scrutiny committee, its chair, the cabinet and officers.

3.7 Full details of the CfGS proposal can be found at Appendix B to the report published on this committee's agenda in April 2023 and is described in Appendix A as delivered.

More recently, CfGS officers have undertaken an informal review of scrutiny at Slough, the results of which are pending. The intention is that the results will be discussed by scrutiny Members at a forthcoming workshop and factored into the

Scrutiny Annual Report – this is likely to help shape future training and development for scrutiny members in particular.

Other Committee-specific training

3.8 Where possible, committee-specific training (such as that for planning, licencing & audit) took place on the evening of their first scheduled meeting, as is custom and practice at SBC, and then, for some committees, at other suitable junctures through the year, typically in pre-meetings.

3.9 Further training and development is expected to take place on at least an annual basis, and for key committees which are currently subject to considerable corporate focus (such as Scrutiny and Audit) on a more frequent basis through the system of regular pre-meetings and officer briefings.

External expertise, including visits and mentoring

3.10 In the past members have had some concerns about training delivered by third parties, both because it costs money and because training delivered in this way has sometimes been felt to lack sufficient awareness of Slough Borough Council's local context, or the lived experience of SBC's councillors.

3.11 Efforts must be made to mitigate this effect, however, it is important to recognise the value of input from outside sources. In particular, the council's commissioners have repeatedly expressed that they felt there would be a benefit for SBC Councillors of visiting other authorities and meeting councillors from other authorities in order to develop a stronger sense of 'what good looks like'. Some councillors have taken up this idea, with the Leader, many Cabinet Members and committee chairs visiting or contacting other local authorities.

3.12 A programme of visits to other authorities is intended as part of the ongoing development programme, with an emphasis on committee Chairs gaining contacts and experience with their opposite numbers at other authorities.

3.13 During the previous administration, the LGA provided a structured mentoring service to Members with key roles and this has been reconstructed for the new administration too. The LGA provide hand-picked mentors for SBC councillors who are experienced councillors from other authorities around the country. These mentors are professional and are paid for their time, and the LGA has funded this work. Anecdotal feedback from the members involved has generally been very positive.

3.14 Most cabinet members in the new administration have now accepted a Mentor and begun working with them, as have those committee chairs covered by the scheme.

Remote working

3.15 In light of the significant proportion of members of Slough Borough Council who work full time and/or have caring responsibilities, it was anticipated that remote working capability would be used where possible to deliver training. This was intended to increase the overall uptake of learning and development opportunities and allow members to access content at a time which suits them rather than having to attend a specific training session. A 'video library' was mooted. Virtual training, when it was delivered, was filmed and the links circulated to Members. However, in

practice Members' preference for face-to-face learning was borne out by better attendance figures and better engagement for in-person sessions, and so most member development has taken place face-to-face. Face-to-face sessions were also an important part of helping to build a positive culture and relationships between members.

Members' Handbook

3.16 The induction programme was supplemented by the Members' Handbook, which was designed to be a resource for Members throughout their term of office. It contains a wide range of useful and practical information regarding their roles and responsibilities, how the Council operates, its vision, priorities, and support available for Members.

Senior Officer attendance

3.17 There is an expectation that subject-matter training will be delivered and/or attended by senior officers so that there is accountability and appropriately strategic engagement with Members. Senior officer buy-in to member development has been good, where relevant, during the 2023 induction programme.

Measuring and Monitoring Satisfaction

3.18 In the past, response rates from Members to post-course surveys have been extremely low which makes it difficult to assess the success of the training provided. Regrettably, this pattern has continued since the election – only 5 responses to satisfaction surveys have been received across the entire induction programme. Members' views are welcome on how to improve our visibility of member satisfaction with training sessions.

3.19 In the meantime, the Member Survey has been used as a means to assess overall satisfaction with member development, see below for detailed results.

Member Survey

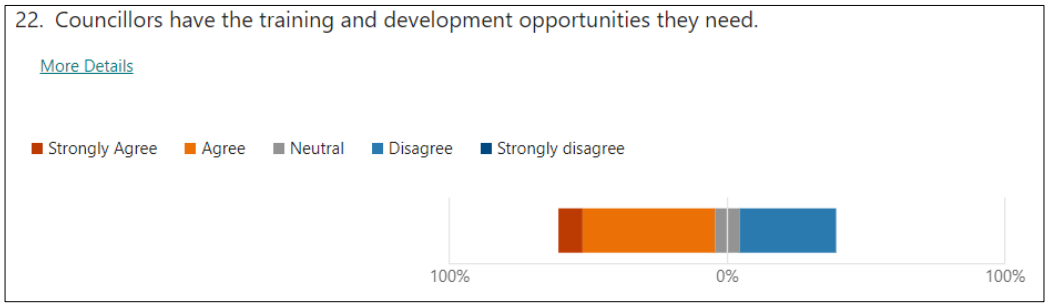
3.20 A second-ever survey of members was carried out just before Christmas 2023 and the results can be found elsewhere on today's agenda. This includes important data about members' satisfaction with member development and a significant amount of valuable free-text comments providing suggestions for future training. To avoid duplication of paperwork those comments are not reproduced in this report but they can be found elsewhere on today's agenda.

3.21 The survey results were taken into account by officers in the development of the outline induction programme in appendix B.

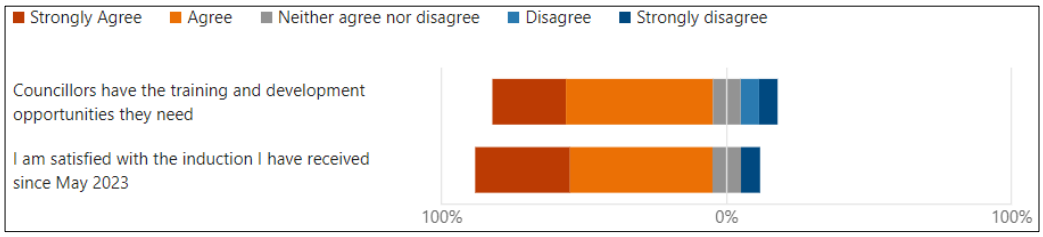
3.22 The survey results (overpage) show a big improvement in members' satisfaction with member development, In January 2023, 34.8% of respondents disagreed that 'Councillors have the training and development opportunities they need.' By December 2023, this figure had fallen to 13%, while the percentage of councillors strongly agreeing that it met their needs had risen from 8.7% to 25.8%. Overall, 77.4% of councillors agreed or strongly agreed that they had had the opportunities they needed in this first year of the administration. The figures relating to induction are even more positive, although of course there is no prior figure for comparison.

3.23 The data about barriers preventing members from attending training show a markedly improved situation too. The number of councillors reporting that they have no issue attending and so so regularly is much higher, and the range and frequency of barriers to entry are much reduced. Areas for continued reflection are on whether a more convenient time can be found to deliver them, and whether more of them should be online.

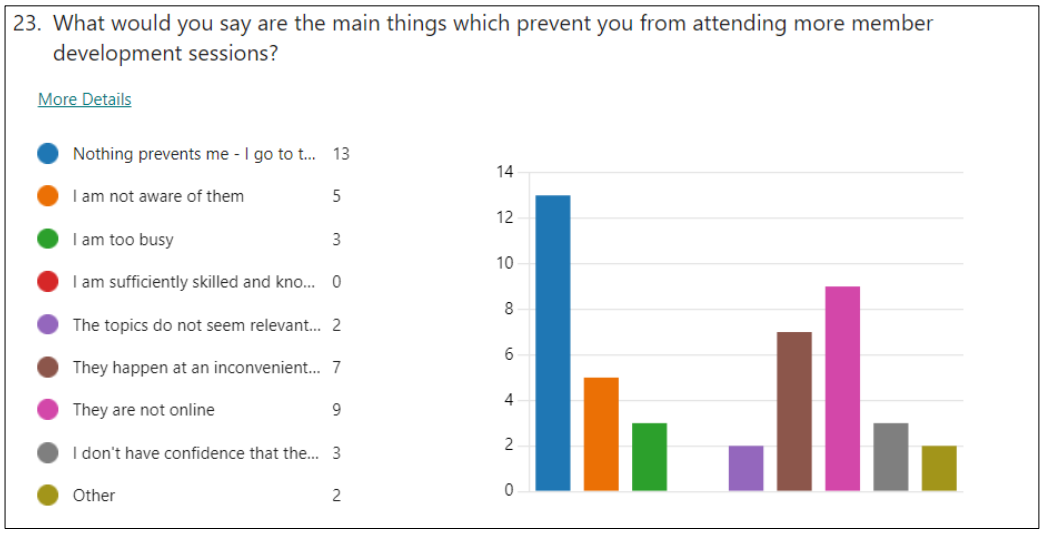
JANUARY 2023 SATISFACTION:



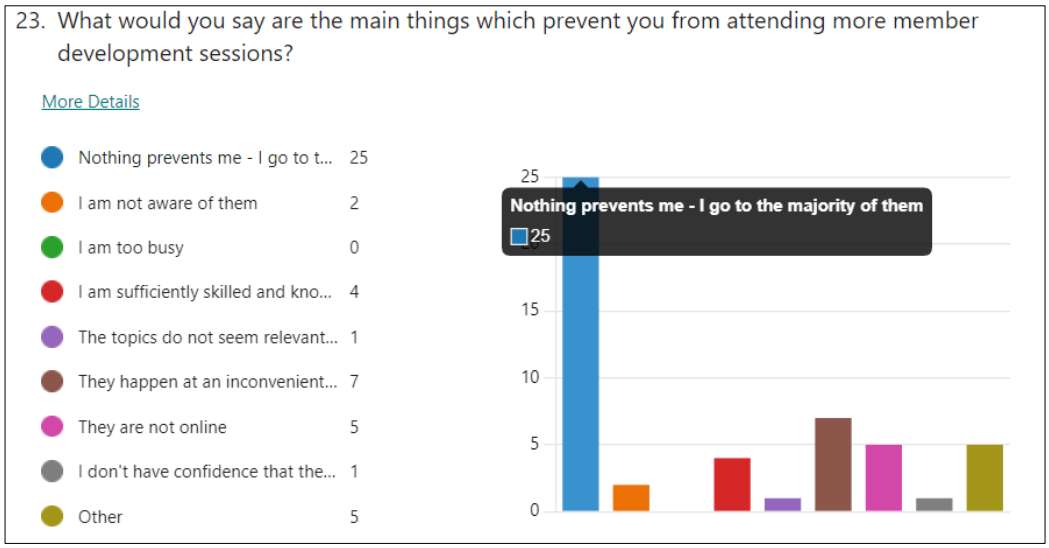
DECEMBER 2023 SATISFACTION:



JANUARY 2023 – BARRIERS TO ATTENDANCE



DECEMBER 2023 – BARRIERS TO ATTENDANCE



Member Development Charter

3.24 Some authorities (13 in the South East) have obtained 'charter status' for Member Development. This is essentially a system which recognises local authorities which have been formally assessed to have met a set of criteria defined by the Local Government Association. The criteria relate to the quality of member development offered by the authority. In our region the assessment and associated support is carried out by South East Employers. There is a cost of about £3,000 associated with gaining charter status and a significant investment of officer and member time is required. For example, one criterion has been that all members should have a personal development plan and regular 1:1 meetings with a lead officer to assess progress against that plan.

3.25 While charter plus would be a worthy goal for SBC, it was not considered that resources were available to support the required level of investment in 2023/24. However, members should keep an eye on the possibility that SBC could aim for charter status by the end of the four-year administration, if the required resources can be identified and the cost justified.

Making courses 'mandatory' and differentiating between new and experienced Members

3.26 Members are not employees and the Council has no sanctions it can apply to force Members to undertake training, except where some specific committees constitutionally require their Members to undertake training in order to sit on a committee. This is a nationally recognised issue when it comes to Member development. Nevertheless, a strong expectation can be set by Group Leaders and whips who are in a position to apply sanctions within their Groups as they see fit.

3.27 In all invitations and communications relating to the induction programme, the following terms were used in order to best encourage take-up of training by the most relevant councillors:

- **Mandatory** – failure to attend would not be in compliance with the requirements on members set out in the constitution and/or prevent you from sitting on a specific committee

- **Essential** – All Members are expected by their own Group Leaders to attend
- **Encouraged** – All Members would benefit from attending and it will be relevant to all Members
- **Welcome** – All Members would benefit from attending, but it may be less relevant for some.

Scheduling

3.28 It is intended that online working and recording of member development sessions will enable the councillors to access learning and development courses regardless of the time of day they are held. However, in general experience this year showed that it was best to hold online sessions around the end of the working day but before evening meetings (e.g., between 17:00-18:00) or to hold in-person sessions immediately before formal meetings (17:30-18:20). Democratic Services will continue to be responsible for scheduling member development sessions in order to minimise the frequency of clashes with the formal meeting calendar, however much of the content is of course the responsibility of individual services.

Format

3.29 There is an expectation that presenters will provide an active learning environment with varying styles of learning and presentation and opportunities for discussion. This will continue to be assessed through Member feedback.

Attendance

3.30 Members' attendance will be recorded as per any other Member meeting. The Member Survey report elsewhere on today's agenda gives some insight into Members' reasons for not attending sessions, however the greatest response from councillors was that nothing prevents them.

LGA resources – e-learning and workbooks

3.31 Slough Borough Council is a Member of the Local Government Association. This Membership includes access for Slough's Members to a number of e-learning courses and workbooks. The LGA is always releasing new content and courses, and Democratic Services stays abreast of this content and includes it in the regular Member Newsletter every Friday.

3.32 Self-service is a key tenet of the Council's current transformation programme. Councillors have been guided to access the following e-learning courses via self-registration with the LGA. This will be a key part of the Member Development 'refresh' after the Annual Meeting:

- Equality, Diversity and Inclusion
- Holding council meetings online
- Facilitation and conflict resolution
- Effective ward Councillor
- Scrutiny
- Influencing skills
- Local government finance
- Supporting mentally healthier communities

3.33 Councillors have been referred to the many LGA workbooks available for them to work through in their own time, through a scheduled serious of articles in the Members' Newsletter over the period of the council, including:

- Acting on climate change
- Being an effective ward Councillor
- Bribery and fraud prevention
- Chairing skills
- Community leadership
- Community safety
- Councillor/officer relations
- Engaging young people
- Handling casework
- Health and safety in the council
- Health in All Policies and COVID-19
- Local government finance
- Neighbourhood & community engagement
- Neighbourhood planning - ward Councillors
- New Councillors
- Scrutiny of finance
- Supporting residents with complex issues

Resources for delivery of the Member Development Plan

3.34 Given the financial climate in which the council finds itself, Member Development will need to be delivered within existing resources and it should be noted that the induction programme was ambitious given the context. Accordingly, co-operation by the whole council will be necessary in order to deliver a year-round programme of learning for Members. Individual service areas have agreed to be responsible for delivering member development on subject-specific areas.

Parish Councils

3.35 The Monitoring Officer has written on several occasions to the Clerks of the three parishes on the Borough, offering assistance in relation to any matters arising under the Parish Council's Code of Conduct or any other related issues, but this offer has not been taken up, to date. This included specifically asking if he can assist with any training of Parish Councillors on the Code of Conduct and asking for assurance as to what training has been given in relation to the Code of Conduct.

4. Implications of the Recommendation

4.1 *Financial implications*

While a modest budget is available for individual members to attend external training or to bring in external trainers during the year, this report does not commit members to any specific spend. This budget is managed and administered by Democratic Services and the Democratic Services Manager has the authority to determine payment from this for external providers of any courses mentioned in this report, without the need for a councillor decision.

4.2 Legal implications

The Council has many different statutory functions and duties. When making decisions members must comply with these legal duties, including making decisions in a fair, lawful and transparent manner. Members must comply with the Member Code of Conduct and understand their obligations to register and declare interests and the sanctions regime for failing to comply with the Code of Conduct. The Member Development Programme assists members to be effective and ensure the Council complies with its legal obligations.

4.3 Risk management implications

None, other than as referred to in the report.

4.4 *Environmental implications*

None

4.5 *Equality implications*

The Council has a duty to have due regard to the need to advance equality of opportunity for those with a protected characteristic and those without. The member development programme, and the way we deliver it, should take account of members' protected characteristics and consider any adjustments needed. This is done on a session-by-session basis.

5. Background Papers

None

Appendix A – Member Induction and development over 2023/24

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Name of training	All Members	First-time Members	All recently elected Members	Specific Members	Date	Delivery
PRE-INDUCTION						
At election count: Sign acceptance of office Sign IT governance form Provide contact details Initial photograph taken			Mandatory		Friday 5 May	In person
At count: All members issued with welcome pack and declarations of Interest forms					Friday 5 May	In person
Group meetings and administration time					w/c 8 May w/c 15 May	
INDUCTION – WELCOME and bitesize first modules.						
New Members Welcome Evening CLT welcome and corporate overview (including financial position and governance responsibilities) Induction programme overview	Essential	Essential	Essential		Thurs 11 May 18:00-19:30	In person
Sign acceptance of office (any not complete at election count)			Mandatory		Appointments with individual new Members as per availability 11-14 May	In person
Distribute IT equipment and IT training support for O365 etc		Essential			Appointments with IT ASAP after election - TBC	In person

Name of training	All Members	First-time Members	All recently elected Members	Specific Members	Date	Delivery
All new Members to be allocated 'buddies' from existing cohort in their party – organised by Group Leaders						
INDUCTION - SKILLS						
Pre-AGM briefing in council chamber for all new Councillors	Welcome	Essential	Welcome		18 May 17:30 prior to the Annual Meeting (up to 60 minutes long)	In person
Pre-meeting before each committee meets for the first time *Key procedure rules and practical tips e.g., speaking through the Chair etc * Purpose of committee, ways of working, importance of reading reports, tips for reading reports				Essential for all members of the relevant committee	Prior to each committee	In person
Induction Workshop 1 - 1. Code of Conduct and Member Officer Protocol 2. Improvement and Recovery (Non - Finance) 3. Governance & Decision-Making	Essential	Essential	Essential		8th June 2023	In person
Induction Workshop 2 1.Safeguarding Adults 2.Safeguarding Children 3.Local Govt Finance	Essential	Essential	Essential		14th June 2023	In person
Member Induction Workshop 3	Essential	Essential	Essential			In Person

Name of training	All Members	First-time Members	All recently elected Members	Specific Members	Date	Delivery
1.Data Protection, GDPR, Information security 2.Communications						
LGA e-learning offer: • Equality, Diversity and Inclusion • Local government finance • Effective ward Councillor • Holding council meetings online • Facilitation and conflict resolution • Influencing skills • Supporting mentally healthier communities • Scrutiny	Essential Encouraged	Essential Encouraged	Essential Encouraged		May-July, in Members' own time, prompted by emails and Member Newsletter. Completion data monitored and shared with Group leaders.	online
Planning training	Encouraged	Essential	Encouraged	Mandatory: New Planning Cttee Members	25 May 6:30 pm	In person
Licencing training	Welcome	Essential	Welcome	Mandatory: New Licencing Cttee Members	1 June 6:30 pm	In person
Annual Audit & Corporate Governance Cttee training	Welcome	Welcome	Welcome	Essential: Audit & Corporate Governance Cttee Members	7 June 6:30 pm	In person
O&S training – first session	Encouraged	Essential	Encouraged	Essential: O&S Members	30 May 6:30pm	In person

Name of training	All Members	First-time Members	All recently elected Members	Specific Members	Date	Delivery
Further O&S training sessions: 1:1 support for Chair and Vice Chair of CISC – 13 June Planning an Effective Scrutiny Work Programme – 4 July Cabinet-only scrutiny training – 7 September Extended CLT (officers) training Budget/finance scrutiny (cabinet and scrutiny) – 6 September				Essential: O&S Members, Cabinet, Officers as appropriate	June-September	Mixture of in person and online
Chairing skills	Welcome	Welcome	Welcome	Essential: All Chairs and Vice Chairs	Two sessions in w/c 22 May	online
IT drop-in sessions	Welcome	Encouraged	Welcome		At each Council meeting	Mixture of in person and online
Visits to other local authorities, for Chairs to meet their opposite numbers and for committee members to view other committees in action	Encouraged	Encouraged	Encouraged		Year-round	Mixture of in person and online
First Aid	Encouraged	Encouraged	Encouraged		TBC	In person
Planning an effective scrutiny work programme - facilitated by the CFGS				Scrutiny	4th July 2023	Online

Name of training	All Members	First-time Members	All recently elected Members	Specific Members	Date	Delivery
Member Induction Workshop 3 (In person) 1.Data Protection, GDPR, Information security 2.Communications	Essential	Essential	Essential		6 July 2023	In person
Finance and Council budget scrutiny For Cabinet & Scrutiny Members Facilitated by the CFGS (Online)				Cabinet Scrutiny	6 Sept 2023	Online
Cabinet & Scrutiny - Facilitated by the CFGS				Cabinet	7 Sept 2023	In person
Finance and Council budget scrutiny For Cabinet & Scrutiny Members Facilitated by the CFGS				Cabinet Scrutiny	19 September 2023	Online
Audit Committee: Member Training UPDATE				Audit	16 Nov 2023 in person	
Scrutiny member briefing on Draft budget 2024-25	Welcome			Scrutiny	Various sessions across the year	In person
Second Scrutiny briefing on Budget Plans and MTFS 2024-25 10 Jan2024				Scrutiny	13 Dec 2023	In person
Scrutiny Training for New Vice Chair				Scrutiny	11 Jan 2024	Online
Data and managing performance					1 Feb 2024	Online
Scrutiny training workshop: Data and Scrutiny				Scrutiny	7 Feb 2024	Online

MEMBER DEVELOPMENT - KNOWLEDGE						
Directorate priorities – 'An evening with…' each Exec Director. Exec Directors to consider use of site visit opportunities.	Welcome	Encouraged	Welcome		TBC	Online
ADSO Webinar: An Introduction to Community Power	Encouraged				7 Dec 2023 online	Online
Briefing: Sale of Assets	Welcomed			Scrutiny	22 Feb 2024	In person
Briefing: SEND 'speed dating'	Encouraged				20 Feb 2024	In person
Special Event: Chief Constable's and PCC's Annual report to Slough Councillors	Encouraged			Scrutiny	27 Feb 2024	
Cabinet-focused development (designed with new cabinet – have had a series of away-days)				Essential: Cabinet Members	Spread across the year	TBC
Councillors were referred to the 28 Local Government Association workbooks available for them to work through in their own time.	Encouraged	Encouraged	Encouraged		In Members' own time	N/A

APPENDIX B – overview of proposed Member Development in 2024/25 Municipal Year

The Member Development Programme for 2024/25 should be delivered on the principles set out in this report above, including eg all the 1:1 support and bespoke arrangements for individual lead members, encouragement to engage with LGA resources and mentors, and subject-led briefings throughout the year commissioned whether by Cabinet or Scrutiny.

Below is an outline of potential formal aspects of the member development programme, ie the formal l training sessions. These traditional chalk & talk sessions comprise only a small portion of the overall Member Development offer, as set out in the main body of this report.

Skills – refreshers and developing existing skills	
1.	Scrutiny Work Programming – Best practice and Workshop
2.	Mandatory Planning Training
3.	Mandatory Licensing Training
4.	Code of Conduct and DPIs
5.	Member-Officer relations
6.	Governance And Decision-Making
7.	Principles of Local Government Finance
8.	Casework
9.	Information Security, Data Protection & FOI
10.	Safeguarding Adults

11.	Safeguarding Children & Corporate Parenting
12.	Audit Committee Training
13.	Scrutiny Committee Training
14.	Employment Committee Training
15.	Chairing Skills for Chairs & Vice-Chairs
16.	Trustee Committee Training
17.	Full Council – procedures and protocol
18.	Committees – procedures and protocol
Subject Matter Briefings 2024-2025	
19.	To be led by business need (ie aligned to schedule of cabinet decisions and scrutiny work programme, and in response to issues as they emerge during the year).
Member-requested sessions	
20.	Microsoft Teams
21.	Communication skills
22.	Member Conduct
23.	Effective public speaking and questioning techniques

24.	More Political Group-led sessions