

CARLISLE CITY COUNCIL

Report to:- **Carlisle City Council**

Date of Meeting:- 15 July 2008

Agenda Item No:-

Public

Title:- **AMENDMENT TO COUNCIL FRAMEWORK FOR MEMBER TRAINING**

Report of:- **Head of Personnel and Development Services**

Report reference:- **PPP 66/08**

Summary:-

The Members Learning and Development Group (MLDG) has identified that improvements are needed with Member training and they have come up with some proposals to refresh the approach adopted by the authority. One of these changes requires a formal amendment to the existing policy framework.

The proposals were endorsed by the Executive at its meeting on 30 June 2008. The Executive recommends that Council amend the existing policy accordingly.

Recommendation:-

Council to formally adopt the new Learning Credits Scheme to replace the Scale of Recommended Involvement within the Members Learning and Development Framework.

Contact Officer: David Williams

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Head of Service
02 July 2008

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1. BACKGROUND INFORMATION AND OPTIONS

Four key issues have been identified:

1. The overall low level of participation by Members in training
2. The ineffectiveness of the 'Scale of Recommended Involvement' (in training) as contained within the Framework for Member Learning and Development approved by Council in 2004
3. Personal Development Reviews (PDR) are not being undertaken
4. Our prospects for when we are reassessed for the Members Charter in October 2008.

There is an additional concern about the impact these issues may have upon our success in the CAA inspection process in 2009, especially as we are committed to 'Learning City' and to leading by example.

1.1 Identified problems

1.1.1 Issue 1: Member participation in training

- Participation in the corporate *Members Learning and Development Programme* (MLDP) gives cause for concern. Although there have been 113 participants during 2007/08 (better than the 97 there were last year) it is still at the same level as in 2005/6 and there is often a struggle to achieve viable numbers for each organised activity
- One quarter of Members did not engage at all with the MLDP this year
- There was significant under-spend on three of the four 'devolved' training budgets available to political Groups for each to spend on training for their Members that is not available within the MLDP
- Officers' efforts to respond to requests by Members for greater flexibility in the delivery of training do not yet seem to be working e.g. the low take up of E-learning (the *Modern Councillor* e-learning programme funded by ACE that has been on offer to all Members for six months), and workshops organised for early evening are seldom better attended than those laid on during the working day

- The survey organised by the MLDG in order to examine these issues generated only a very limited response. Responses to the survey suggest that some Members appreciate what is on offer, others that there is simply too much, and some who feel that the existing provision is of little value to them.

1.1.2 Issue 2: ineffectiveness of the Scale of Recommended Involvement

- The Policy Framework approved by Council allocates a recommendation to each component of the MLDP so Members will know what is 'expected' or 'recommended' (etc) training for them to undertake. The MLDG monitors and updates this guidance and has found that this requirement is widely ignored (with some exceptions)
- The MLDG and Group Leaders are unable to enforce this guidance so that even though the Council may identify a particular provision within the MLDP as being "required" they have no means at their disposal for insisting that a Member complies
- On the other hand, experienced Members on committees have expressed dissatisfaction with the training that the current approach appears to compel them to do, which by necessity has to be pitched at the level of the least experienced new Member of a committee (and membership often changes radically each year)
- This component of the existing policy is therefore clearly not working. Yet there remains a need to signal the importance of particular training/updating provision to Members, and indeed in some instances to assure legal compliance (where a committee carries out a quasi-legal function on behalf of the Council).

1.1.3 Issue 3: Personal Development Reviews

- The Policy Framework approved by Council in 2004 requires that Members undertake Personal Development Review (PDR) in order to engage in an exercise of individual training needs analysis. Group Leaders have since determined that it need not be an annual exercise but PDR has occurred only once during this time and there is no sign of an alternative means of analysis being employed instead
- Without some form of individual needs analysis being undertaken in the next few months there will be problems with our retention of the Members Charter (see 1.1.4 below)

- The absence of PDR may well be contributing to issues 1 and 2 above.

1.1.4 Issue 4: Members Charter

- This authority has publicly (e.g. in it's Workforce Development Plan) stated an ambition to achieve level 2 of the Members Charter for Learning and Development by November 2008 and yet the MLDG has now advised that this would not be achievable given the problems described above. Indeed the MLDG acknowledges that retention of our existing accreditation (level 1) will not be a formality when the assessors visit the authority in October
- Given that *Learning City* is our priority, it would have been appropriate for this authority to aspire to achieve the higher level. However, a failure to even maintain the Charter would be a distinct embarrassment for an authority that not long ago was acknowledged as a leader in Members training.

1.2 Proposed solutions

The MLDG have discussed and advised upon the following improvements:

- ◆ The MLDP for 2008/09 will be reduced in scale. It will be better designed so as to underpin the various Member Roles (as described in the Members Framework) and be more explicit as to who is the target group for each element
- ◆ The *Members Training Directory*, which has tended to be an under-used resource, will not be published this year
- ◆ Instead a new *Individual Learning Portfolio* will be introduced. This will be an interactive resource for each Member that it is hoped they will make use of throughout the year. It shall incorporate an overview of the MLDP and yet do much more. See Appendix 1. In addition, updates on learning opportunities will be disseminated regularly
- ◆ There will be greater promotion of E-learning. For example there will be a presentation from North West Employers prior to a Council meeting, and more support for those Members undertaking this form of flexible learning for the first time. (Members will also continue to be offered a choice of day/evening workshops wherever possible and affordable)

- ◆ *A Learning Credits Scheme* will be introduced to replace the Scale of Recommended Involvement. This would be akin to a form of Continuing Professional Development. In this scheme Members will need to achieve a certain number of points gained through their involvement in learning but what they learn and how they do so remains their decision and as such within their control. See Appendix 2
- ◆ Group Leaders will have the option to steer certain Members to achieve a certain number of credit points appropriate for their role or position (e.g. newly elected Members) if they wish to do so
- ◆ This 'steering' could take place in a planned way e.g. during PDR, or in a more ad-hoc fashion depending upon the preferred approach of the Group Leader
- ◆ Each Member should have a PDR this year prior to our Charter assessment. Group Leaders will be asked to lead on the achievement of this target
- ◆ Members could, if they wish to make it a more simpler exercise, opt to make the *Learning Credits Scheme* the focus of their PDR
- ◆ Members who perform the role of Reviewers within the PDR scheme will be provided with guidance as to how to connect 'credits' with PDR.

2. CONSULTATION

2.1 Consultation to Date:

- A survey of all Members
- Discussions at MLDG
- Chief Executive
- Portfolio Holder
- Two Group Leaders
- Three Member Training Champions (i.e. one from each political Group)
- Executive on 30 June 2008.

2.2 Consultation proposed:

- Another meeting of the MLDG will be held on 3 July 2008 for further scrutiny of these proposals and so as to determine the fine details of the Learning Credits Scheme in order to inform the report going to Council. Note that the Corporate Resources Overview and Scrutiny Committee endorsed this approach at their meeting on 12 June 2008 and are content that the MLDG carry out this role as a one-off and without setting a precedent.

3. RECOMMENDATIONS

- That the Scale of Involvement within the Framework for Members Learning and Development is replaced by the proposed Learning Credits Scheme. See Appendices 3 and 4

4. REASONS FOR RECOMMENDATIONS

- To endorse proposals from the MLDG and the Executive to refresh Members training so as to better reflect the Council's priority of Learning City
- To enable the policy framework approved by Council in 2004 to be amended accordingly
- To ensure that this amendment occurs in time for there to be changes evident by the time the Charter assessors arrive in the Council in October 2008
- To assure a successful reassessment for the Charter and to set the groundwork for a future achievement of level 2.

5. IMPLICATIONS

- Staffing/Resources – None applicable
- Financial – There are no financial implications emanating from these proposals. They will be met from within the existing budgets
- Legal – The Council approved the provisions of the current Framework for Members' Learning and Development at its meeting on 3 August 2004 as

Council policy, after recommendations from the Executive and comment by the relevant Overview and Scrutiny Committee. Any changes to this agreed policy would usually follow the same route, with final approval by Council. There are particular reasons, however, which are set out in the report which envisage the recommended changes being made as soon as practicable. The Corporate Resources Overview and Scrutiny Committee on 12 June last under Minute CROS.81/08 considered the position and, as is their prerogative, indicated that in view of the particular circumstances of this case they were mindful to agree that the proposals for change set out in the report could be considered by the Member Learning and Development Group with any comments being forwarded to Council on 15 July next to enable early adoption of the policy changes by Council if they are so minded to agree. In the particular circumstances of this case it is considered that this adoption process would be in order

- Corporate – The Council has held the Members Charter for Learning and Development since 2005 thereby mirroring the achievement of employees who have held the Investor in People national standard since 2000
- Risk Management – These proposals reduce the risk of failure with the Charter and for there to be a negative impact upon CAA in 2009
- Equality and Disability – None applicable
- Environmental – None applicable
- Crime and Disorder – None applicable
- Impact on Customers – None applicable.

Appendix 1

Individual Learning Portfolio

The contents could include:

- **What is Member Development and why it is important**
- **Information on the Learning Cycle**
- **Structure - how Members training is set up within the Council**
- **A brief overview of the following with sign-posting to other documents / information:**
 - Council Policy (Members Learning and Development Framework)
 - Members Charter and Investors in People
 - Budgets and how funding or training is provided and accessed
 - Member Champions
 - Regional/sub-regional dimension
 - Mentor Scheme
- **An overview of the new MLDP**
- **Taking control of your development**
- **Credit System** (see Appendix 2)

Annexe 1: (your) Annual Personal Development Review

Annexe 2: (your) Annual Personal Development Plan

Annexe 3: Learning Opportunities available:

- **Sub Regional**
 - MLDP dates
 - CIEP (formerly ACE) including Fusion
- **Regional**
 - IDeA
 - Learning Gateway
 - Other

Annexe 4: Contacts

Appendix 2

Learning Credits Scheme

In keeping with the Council priority of Learning City and to reflect the importance of lifelong learning, all Members will need to gain 'credits' of learning each year.

Differing levels will be set to reflect Members' different roles/position e.g. newly elected Members will have a higher target of credits to achieve in keeping with their greater learning needs.

The MLDG will determine these levels. For example, the MLDG may agree that new Members could have a target of 12 credits; experienced Members 5 credits, committee Members 8 credits and Executive Members 6. See the draft grid overleaf (which, it is intended, will be agreed by the MLDG after endorsement of this approach by the Executive).

Members will gain credits when they engage in various learning opportunities within the Council, within Cumbria, and beyond. Examples of learning opportunities can include workshops, conferences, updates, mentoring and E-learning. Some activities could attract a higher credit rating e.g. an update could be worth 1 credit whereas a conference could 'earn' 3.

These opportunities should be 'credited' into the relevant section of the Member's Personal Development Plan (PDP).

Prior Learning: where Members hold office with another council or a similar organisation, they can count learning opportunities they engage in within that organisation as part of the City Council scheme.

This system will replace the current Scale of Recommended Involvement where workshops were 'required', 'expected', 'recommended' etc.

DRAFT LEARNING CREDITS FRAMEWORK

Area	Specific Learning Areas	New Members	Experienced Members	Committee Members	Executive Members
A. Constitution	Briefing on the Constitution and Policy & Practice	*			
	Briefing on Protocols and Standing Orders	*	*		
B. Role of Councillor	Elearning package - Role of the Councillor	*			
	Elearning package - Introduction to Local Government	*			
	Briefing on the Code of Conduct	*			
	Briefing or Elearning package on Data Protection / Freedom of Information	*			
	Briefing or Elearning package on Health & Safety	*			
C. Learning & Development	Meet officers	*			
	Join the Mentoring Scheme as Mentee	*			
	Join the Mentoring Scheme as Mentor		*	*	*
	Providing Personal Development Reviews (i.e. act as a Reviewer)		*	*	*
D. Personal Safety	Workshop on Personal Safety / Lone Working	*			
E. Diversity	Workshop on Legal Issues regarding Diversity	*	*	*	*
	Workshops and Visits on Diversity e.g. religion, gender, disability	*	*	*	*
F. Communication Skills	Workshop on Working with Media	*	*	*	*
	Workshop on Presentation Skills	*	*	*	
	Workshop on Surgery Skills	*	*	*	
	Workshop on Speed Reading	*	*	*	*
	Workshop on Report Writing	*	*	*	*
	Workshop on Participating in Meetings	*			
G. Community Engagement	Workshop on Community Engagement Techniques	*	*	*	*

	Join the Councillor Call to Action programme	*	*	*	*
	Briefing on Using Information e.g. Ward Profiles to improve engagement	*	*	*	*
	Workshop on Anti-Social Behaviour		*	*	*
H. Finance	Briefing to provide a general understanding of Local Authority Finance	*			
	Briefing to provide a general understanding of Carlisle City Council Finance	*			
	Workshop on Scrutinising budgets		*	*	*
	Guidance from officers on Strategic Finance		*	*	*
	Briefing providing an overview of Auditing		*	*	*
J. Leadership Skills	Workshop on Chairing Skills			*	
	Workshop on Leadership Skills in Council				*
	Workshop on Leadership Skills in Community		*	*	*
	Workshop on Vision and Innovation		*	*	*
	Workshop on People / Communication Skills		*	*	*
K. Partnership Working	Workshop on Working in Partnership with other agencies	*	*	*	*
	Workshop on Political Understanding – working across other political groups	*	*	*	*
	Workshop on Member Officer Relationships	*	*	*	*
L. IT Skills	Developing your own IT skills through Elearning, or supported self-study, or training workshops	*	*	*	*
M. Technical Committee	Briefing on Overview & Scrutiny	*	*	*	*
	Update for Development Control	*	*	*	*
	Update for Licensing	*	*	*	*
	Update for Employment	*	*	*	*
	Update for Standards	*	*	*	*
	Workshop on Questioning skills for Overview & Scrutiny	*	*	*	*

N. Conferences	Attend a Conference in Cumbria	*	*	*	*
	Attend a Conference in NW Region	*	*	*	*
	Attend a Conference outside NW	*	*	*	*
O. Other	Engage in other relevant learning opportunity	*	*	*	*
	Networking e.g. CIEP (formerly ACE)	*	*	*	*

Note : an * indicates specific areas of learning that this type of Member should consider although no Members would be precluded from engaging in any area. Members could also add to this framework if they wish.

Appendix 3 Policy Changes

Existing policy

At present the applicable policy is the Members Learning and Development Framework that was approved by Council in August 2004.

Section 5 of this policy states (as extracted from the Framework):

5. Level of involvement in learning and development

5.1 There will be only very limited insistence on mandatory training – defined as ‘required’ (see 5.4).

5.2 The Steering Group will establish a scale of recommended involvement in learning and development activities, thus:

- suggested
- recommended
- strongly recommended
- expected
- required.

5.3 This scale will be applied to performing different functions as a Member and the corresponding learning and development activities.

5.4 The use of the ‘Required’ category will be restricted to situations where the council may be vulnerable to legal challenge on its decisions if Members had not received the necessary specialist training.

5.5 There will be no minimum number of learning and development hours to be undertaken by Members.

5.6 However, all members will make a commitment to Continuous Development.

5.7 Subsequently, PDRs shall consider how this has been demonstrated.

In addition within Appendix 2 of the report approved by Council there is the following statement:

6. Levels of involvement

6.1 These levels have been set by the Members L&D Steering Group and follow extensive consultation with Members

6.2 Members are advised that these guidelines set minimum 'standards' only. Thus virtually all components are open to any Member that may wish to engage and no Member should feel excluded from any part of it

6.3 The use of the *Required* category is restricted to quasi-judicial roles where the Council may be vulnerable to legal challenge on its decisions if Members had not received the necessary specialist training.

Changed policy

It is proposed that the statements above from the appendix should be simply overturned (deleted) and that **section 5 of the actual policy be replaced thus:**

5. Learning Credits Scheme

- 5.1 All Members will make a commitment to Continuous Development and participate in the Council's Learning Credits Scheme
- 5.2 Under this scheme Members will need to gain credit points by engaging in various learning opportunities each year, albeit differentially according to their role, experience etc
- 5.3 Differing levels will be set to reflect Members' different roles/position e.g. newly elected Members will have a higher target of credits to achieve in keeping with their greater learning needs
- 5.4 The Members Learning and Development Group (MLDG) will determine these levels and will monitor their ongoing appropriateness and amend as necessary.
- 5.5 A Learning Credits Framework will be endorsed by Members to assist in this process.
- 5.6 Members will gain credits when they engage in various learning opportunities within the Council, within Cumbria, and beyond. Examples of learning opportunities can include workshops, conferences, updates, mentoring and E-learning. Some activities could attract a higher credit rating e.g. an update could be worth 1 credit whereas a conference could 'earn' 3.
- 5.7 These opportunities should be 'credited' into the relevant section of the Member's Personal Development Plan (PDP).

5.8 Where Members hold office with another council or a similar organisation they can count learning opportunities they engage in within that organisation as part of the City Council Learning Credits Scheme.

Amended Council Policy (Framework for Members Learning and Development)

Carlisle City Council aspires to continuous improvement, both of individuals and of the organisation.

In accordance with our ambition to be an authority dedicated to meeting the needs of the community, and one that demonstrates best practice in local government, this Council has made an explicit commitment to the development of our Elected Members. We wish to become the exemplar in Cumbria for Member Learning and Development.

We recognise that it is not only the performance of staff that can determine our success and so we will encourage and enable our Members to undertake learning and development activities as appropriate to the needs and aspirations of both individual Members and of the Council.

This Framework exists so as to ensure that we organise this in a professional way and to the highest standard possible within available resources.

All Members have been consulted in the drawing up of this Framework.

1. Principles

- 1.1.1 This framework applies to all Members who should aspire to review and enhance their performance on an ongoing basis.
- 1.1.2 It will be championed by the Executive.
- 1.1.3 It will be led by Members.
- 1.1.4 It will be supported by officers.
- 1.1.5 It will be validated through achievement and maintenance of the North West Employers Charter for Members Development.

1.1.6 Appropriate resources will be dedicated in support of this framework.

1.1.7 This framework will be reviewed periodically by Members themselves.

2. Management and oversight of this framework

2.1 A Member Learning and Development Working Group has been established whose remit is to consider and advise on the learning and development needs of Members and particularly on:

- Member learning and development priorities.
- The distribution of available resources.
- A set of core skills and knowledge required to undertake various member roles and responsibilities.
- The content and timing of an annual Member Learning and Development Programme.
- The content and timing of an Induction Programme for new Members.
- The Learning Credits Scheme.

2.2 The Group comprises of four Member Learning and Development Representatives i.e. the Portfolio Holder for Learning and Development together with one Member of each of the political groups, nominated by those groups. It will provide cross party feedback to the Executive to assist it in making any decisions for which the Executive is responsible in respect of Members learning and development matters.

2.3 Active substitutes will be identified for each Group who shall receive all papers so as to keep up to date, and if wish attend meetings in an informal capacity.

2.4 The views of any Independent Members will be channelled through the Head of Personnel and Development Services.

3. Role of Member Learning and Development Representatives

- 3.1 Undertake Development Reviews of other Members within their respective party. Logistically it may be practical for Groups to arrange for others to assist in this process.
- 3.2.1 Promote a positive attitude towards Continuous Improvement within their party.
- 3.2.2 Sit on the Members Learning and Development Working Group or serve as an active substitute.
- 3.2.3 To maintain and update their knowledge and skills. Training for their role will be provided.
- 3.2.4 One such representative from each Group will be designated (by their respective Group) as their Member Training Champion, in order to proactively promote Members' learning and development within the Group.

4. Needs Analysis

- 4.1 All members will initially complete a training needs analysis ('TNA') questionnaire.
- 4.2. In time all Members will undertake a Personal Development Review (PDR) with another appointed Member. Each review will result in a Personal Development Plan (PDP) for the respective Member. Resources necessary for the achievement of the PDP will be agreed at or about the time of the PDR.
- 4.3 Groups will determine the distribution of resources made available to them via the Head of Personnel and Development Services under the Leader's delegated authority.
- 4.4. Information from PDPs and completed questionnaires collectively (and confidentially) will be fed into the Working Group to inform priorities.

4.5 The Working Group will determine the use and frequency thereafter of PDRs and questionnaires, with an understanding that individual needs analysis should be undertaken on a regular and preferably annual basis.

4.6 Personal Development Plans will include self-evaluation of learning and development activities undertaken, which can be shared at the PDR.

5. Learning Credits Scheme

5.1 All Members will make a commitment to Continuous Development and participate in the Council's Learning Credits Scheme

5.2 Under this scheme Members will need to gain credit points by engaging in various learning opportunities each year, albeit differentially according to their role, experience etc

5.3 Differing levels will be set to reflect Members' different roles/position e.g. newly elected Members will have a higher target of credits to achieve in keeping with their greater learning needs

5.4 The Members Learning and Development Group (MLDG) will determine these levels and will monitor their ongoing appropriateness and amend as necessary.

5.5 A Learning Credits Framework will be endorsed by Members to assist in this process.

5.6 Members will gain credits when they engage in various learning opportunities within the Council, within Cumbria, and beyond. Examples of learning opportunities can include workshops, conferences, updates, mentoring and E-learning. Some activities could attract a higher credit rating e.g. an update could be worth 1 credit whereas a conference could 'earn' 3.

5.7 These opportunities should be 'credited' into the relevant section of the Member's Personal Development Plan (PDP).

5.8 Where Members hold office with another council or a similar organisation they can count learning opportunities they engage in within that organisation as part of the City Council Learning Credits Scheme.

6. Induction of New Members

- 6.1 The Working Group will ensure that a set of skills and knowledge for new Members is created.
- 6.2. An induction programme based upon that will be designed.
- 6.3 In addition, new Members will be offered a mentor. The mentoring period will be one year. New Members will elect a mentor of their choice from a selection of self-nominated mentors within their own Group. Mentoring training will be made available to such mentors.

7. Member Learning and Development Programme (MLDP)

- 7.1 An annual programme shall be produced by the Working Group, utilising the outcomes from PDR.
- 7.2 The MLDP would be planned initially in outline prior to the start of each municipal year and endorsed by Members. Officers would then produce a final programme, copies of which would be sent to each Member. Full details of each event within the programme would then be put onto the intranet.
- 7.3 The MLDP will be administered by officers Personnel and Development Services
- 7.4 There will be greater use made of E-learning and alternative learning methodologies.

This Framework was effective from 4 August 2004 and amended* in July 2008.

* in addition to a new section 5 to accommodate the introduction of the Learning Credits Scheme, there have been other smaller amendments. These have been either entirely cosmetic (i.e. to replace the term 'Steering Group' with the term 'Working Group' to reflect the actual term used by Members and officers, or simple updating i.e. reflecting Council restructuring that changed 'Member Support and Employee Services' to 'Personnel and Development Services'.

Appendix 2

Learning Credits Scheme

In keeping with the Council priority of Learning City and to reflect the importance of lifelong learning, all Members will need to gain 'credits' of learning each year.

Differing levels have been set to reflect Members' different roles/position e.g. newly elected Members have a higher target of credits to achieve in keeping with their greater learning needs.

The Members Learning and Development Group (MLDG) have determined these levels thus:

- Newly elected Member has a target of 12 credits each year
- Experienced Member 5 credits
- Committee Member 6 credits
- Committee Chairman 8 credits
- Executive Member 8 credits.

Members will gain 1 credit each time they engage in a learning opportunity. Examples of learning opportunities can include workshops, conferences, updates, mentoring and E-learning. The suggested grid overleaf has been agreed by the MLDG - it is presented simply as guidance and is not intended to be either definitive or mandatory.

Some activities could attract a higher credit rating e.g. a conference could 'earn' 3 credits, qualification study even more. The respective Group Member Champion would advise on this.

These opportunities should be 'credited' into the relevant section of each Member's Personal Development Plan (PDP).

Where Members hold office with another council or a similar organisation, they can receive credit within the City Council scheme for any learning activities they engage in within that organisation.

SUGGESTED LEARNING CREDITS FRAMEWORK

Area	Specific Learning Areas	New Members	Experienced Members	Committee Members	Executive Members
A. Constitution	Briefing on the Constitution and Policy & Practice	*			
	Briefing on Protocols and Standing Orders	*	*		
B. Role of Councillor	Elearning package - Role of the Councillor	*			
	Elearning package - Introduction to Local Government	*			
	Briefing on the Code of Conduct	*			
	Briefing or Elearning package on Data Protection / Freedom of Information	*			
	Briefing or Elearning package on Health & Safety	*			
C. Learning & Development	Meet officers	*			
	Join the Mentoring Scheme as Mentee	*			
	Join the Mentoring Scheme as Mentor		*	*	*
	Providing Personal Development Reviews (i.e. act as a Reviewer)		*	*	*
D. Personal Safety	Workshop on Personal Safety / Lone Working	*			
E. Diversity	Workshop on Legal Issues regarding Diversity	*	*	*	*
	Workshops and Visits on Diversity e.g. religion, gender, disability	*	*	*	*
F. Communication Skills	Workshop on Working with Media	*	*	*	*
	Workshop on Presentation Skills	*	*	*	
	Workshop on Surgery Skills	*	*	*	
	Workshop on Speed Reading	*	*	*	*
	Workshop on Report Writing	*	*	*	*
	Workshop on Participating in Meetings	*			
G. Community Engagement	Workshop on Community Engagement Techniques	*	*	*	*

	Join the Councillor Call to Action programme	*	*	*	*
	Briefing on Using Information e.g. Ward Profiles to improve engagement	*	*	*	*
	Workshop on Anti-Social Behaviour		*	*	*
H. Finance	Briefing to provide a general understanding of Local Authority Finance	*			
	Briefing to provide a general understanding of Carlisle City Council Finance	*			
	Workshop on Scrutinising budgets		*	*	*
	Guidance from officers on Strategic Finance		*	*	*
	Briefing providing an overview of Auditing		*	*	*
J. Leadership Skills	Workshop on Chairing Skills			*	
	Workshop on Leadership Skills in Council				*
	Workshop on Leadership Skills in Community		*	*	*
	Workshop on Vision and Innovation		*	*	*
	Workshop on People / Communication Skills		*	*	*
K. Partnership Working	Workshop on Working in Partnership with other agencies	*	*	*	*
	Workshop on Political Understanding – working across other political groups	*	*	*	*
	Workshop on Member Officer Relationships	*	*	*	*
L. IT Skills	Developing your own IT skills through Elearning, or supported self-study, or training workshops	*	*	*	*
M. Technical Committee	Briefing on Overview & Scrutiny	*	*	*	*
	Update for Development Control	*	*	*	*
	Update for Licensing	*	*	*	*
	Update for Employment	*	*	*	*
	Update for Standards	*	*	*	*
	Workshop on Questioning skills for Overview & Scrutiny	*	*	*	*

N. Conferences	Attend a Conference in Cumbria	*	*	*	*
	Attend a Conference in NW Region	*	*	*	*
	Attend a Conference outside NW	*	*	*	*
O. Other	Engage in other relevant learning opportunity	*	*	*	*
	Member – Officer Forum (held in November each year)	*	*	*	*
	Networking e.g. CIEP (formerly ACE)	*	*	*	*

Notes

An * indicates specific areas of learning that this type of Member should consider although no Members would be precluded from engaging in any area.

Members could also add to this framework if they wish.