

Criterion 1. There is a clear commitment to councillor development and support

Element 1.1

Political and managerial leadership is committed to the development of councillors

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none"> • Clear commitment from the top political and managerial leadership • Cross-party councillor development group that meets regularly • Clear councillor development strategy which is embedded into practice and regularly reviewed • Named councillor/s and officer/s responsible for councillor development 	<ul style="list-style-type: none"> • Clear commitment from top political and managerial leadership to share development opportunities across local government tiers (including with parish and town councils) • Strategic approach to forward planning of councillor development 	<ul style="list-style-type: none"> • Signed commitment to achieving the charter • Councillors are included in any Investors in People (IiP) Award questioning process • Strategies are in place to support councillor development • Cross party councillor development group showing active involvement of councillors in the learning and development process

Element 1.2

The council actively promotes democratic participation, publicises the role of councillors as community leaders, and proactively engages with under-represented groups

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none"> • The council holds a range of activities and events to encourage people to become councillors 	<ul style="list-style-type: none"> • The council takes action to encourage people to become councillors, particularly from under-represented groups and evaluates the impact and success of the activities • The council provides information on democratic and electoral processes • The council builds links with local businesses and employers to promote the role of the councillor 	<ul style="list-style-type: none"> • Local democracy week action plan, programme of activities and review • Youth council • LGA's Be a Councillor campaign • Citizenship links with local schools, colleges and universities • Presentations in the community and targeting under-represented groups • Prospective councillor events and materials on roles, responsibilities and next steps • 'Day in the life of a councillor'

Element 1.3

The council is committed to ensuring equal access to learning and development for all councillors

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none"> • Statistical analysis of cultural and personal circumstances • Timing of councillor development takes account of cultural and personal circumstances • All councillors have equal access to development • The development programme includes a range of delivery methods to meet different learning styles • Councillors are regularly updated on councillor development activities 	<ul style="list-style-type: none"> • Impact of analysis of access is monitored, reviewed and actioned 	<ul style="list-style-type: none"> • Statistical evidence of attendance • A range of learning and development options to meet individual needs are provided and promoted • A range of communication methods e.g. internet / intranet / social media is used to promote development opportunities • Councillors confirm that action is taken to respond to and accommodate diversity of needs • Evidenced flexibility and consideration of the timing of development events

Element 1.4

The council has designated resource and budget for councillor development which is adequate to meet priority development needs

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none">• Appropriate and adequate officer resources are in place to support councillor development• Budget is explicit and clearly identified and monitored	<ul style="list-style-type: none">• Councillor development and support staff have their own skills development programme• The officer/s are involved in regional and national learning networks to support continuing professional development (CPD)• The budget is properly reviewed, set and prioritised by the cross-party councillor development group	<ul style="list-style-type: none">• Officer/s job descriptions• Named officer/s in information distributed to councillors and staff• Councillors are able to name the officer/s• The officer/s are able to demonstrate their understanding of learning and development in a political context• Cross-party member development group terms of reference and active involvement of councillors in the learning and development process demonstrated• Budget reports• Information that informs councillors of the existence of the budget• Minutes of meetings that shows councillors' involvement in setting and monitoring the budget• Councillors confirm that the budget is sufficient to meet priority current and future development needs

Criterion 2. The council has a strategic approach to councillor development

Element 2.1

The council has a councillor development strategy in place

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none"> • The strategy is developed and monitored by the cross-party member development group • Strategy identifies priority development needs and makes stated and clear links with council's corporate/strategic objectives • The strategy is regularly reviewed (at least once every three years) by the cross-party member development group • The strategy includes an induction process that is evaluated after each election 	<ul style="list-style-type: none"> • The cross-party member development group leads the evaluation of the strategy and implements improvements 	<ul style="list-style-type: none"> • A strategy is in place • Notes of member development meetings showing monitoring and evaluation of the strategy • Member development group demonstrates 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/strategic objectives and the rationale behind stated priorities

Element 2.2

The council has a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none"> • A process exists to identify individual development needs in the form of a Training Needs Analysis (TNA) or Personal Development Plans (PDP) and is working effectively 	<ul style="list-style-type: none"> • All councillors are offered PDPs and more than half of councillors take them up • Council has a process for individual councillor reviews to reflect on strengths and support progression 	<ul style="list-style-type: none"> • Councillor role descriptions • Training needs analysis • Personal development plans • Use of the LGA Political Skills Framework and/or The 21st Century Councillor

Element 2.3

The various councillor roles are clearly defined and outline how they contribute to the achievement of community, political and council objectives

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none"> • Councillors demonstrate an understanding of the skills and knowledge required in their ward and council wide roles • Councillor role descriptions exist and are maintained for all key roles including the ward councillor • Councillors are clear about what the council is trying to achieve and the key role they play in this as councillors 	<ul style="list-style-type: none"> • Role descriptions are used for the recruitment and selection of candidates and to identify and prioritise development needs • Role descriptions are used to support succession planning • Evidence that councillors are clear about: <ul style="list-style-type: none"> - the role of partner bodies - the role of other stakeholders - their own role on partner bodies - their own role in relation to other stakeholder bodies 	<ul style="list-style-type: none"> • Systems are in place to identify individual development and support needs • Learning styles and training needs analysis • Personal Development Plans link to role and corporate objectives • 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 council's objectives

Element 2.4

The council has a structured process for assessing current and future leadership and executive team development needs

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none">• Structured process to assess current and future leadership development needs• A development plan is in place that supports the top political and management teams in learning about each other and working effectively together• Leadership development is used to support future succession planning	<ul style="list-style-type: none">• Leaders, cabinet members and chairs have identified and undertaken development appropriate to their responsible area• A programme to develop the next generation of leaders is in place as part of the council's approach to succession planning	<ul style="list-style-type: none">• Process in place to identify leadership requirements• Leadership Development Plans• 360 Degree Leadership Audits• Political leadership development programmes e.g. LGA Leadership Academy• Events that support councillor / officer team building• Joint events with executive and senior management• Succession planning strategies• Community leadership development programmes• The political leadership can describe actions taken to develop political leadership capacity• The political and managerial leadership can give examples of how they work together as a team

Element 2.5

There is a corporate councillor learning and development plan in place

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none">• The plan links to council's corporate objectives and the development of councillors• The plan includes individuals, committees and political leadership needs	<ul style="list-style-type: none">• The plan clearly prioritises learning and development that supports the corporate objectives	<ul style="list-style-type: none">• Corporate councillor learning and development plan• The cross-party councillor development task group are able to explain how learning and development activities are prioritised

Criterion 3. Learning and development is effective in building skills and knowledge

Element 3.1

Investment in learning and development is regularly evaluated and improvements implemented

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none"> • Evaluation strategy is in place to analyse the cost and benefits of councillor development • Political and managerial leadership display a good understanding of both the costs and benefits of development activities • Councillors can describe why they did certain activities, what they learnt and what difference it has made to them carrying out their various roles • Continuous improvement in the approach to developing councillors is identified and implemented 	<ul style="list-style-type: none"> • Evaluation strategy is in place to analyse the impact of councillor development activities • Some form of impact assessment at the corporate and community level exists and is used to evaluate the impact of development (e.g. feedback from partners is actively sought) • Case studies of how learning and development has impacted on individual and corporate performance • There are links to an evaluation strategy • Evaluation outcomes inform change and drive continuous improvement • A quality assurance process is in place 	<ul style="list-style-type: none"> • Evaluation strategy is in place and is effective • Analysis of costs and benefits to the council from councillor learning and development • Case studies of how learning and development has impacted on individual and corporate performance • Notes of meetings, focus groups, questionnaires or interviews involving councillors evaluating the impact of their development on overall performance • Political and managerial leadership display a good understanding of both the costs and benefits of development activities • Political and managerial leadership can provide examples and evidence of the impact and benefits of councillor development • Written reviews of learning and development activities with recommendations for change • Notes of meetings, reports, personal statements providing examples of improvements to learning activities • Changes to development programmes and a rationale for the changes made • Councillors can describe what has been done to improve the development activities • Quality assurance process is in place and is effective

Element 3.2

Learning is shared with other councillors and, where appropriate, with officers and stakeholders to encourage capacity building and a culture of learning across the council

Requirements for Charter	Requirements for Charter +	Examples of evidence
<ul style="list-style-type: none"> • Knowledge and learning are shared with councillors' peers, officers and others 	<ul style="list-style-type: none"> • There is an effective process in place for disseminating, sharing and exchanging knowledge and learning 	<ul style="list-style-type: none"> • Examples of reports, briefing sessions, and information exchange systems used to capture and disseminate learning programmes of joint learning exchanges • Councillor formal / informal mentoring arrangements • Hosting case study visits • Developing councillor champions for topic areas • Councillors can give examples of how they have supported and learned from the development of others