

**MEMBERS INTERESTS 2012**

A Member with a disclosable pecuniary interest in any matter considered at a meeting must disclose the interest to the meeting at which they are present, except where it has been entered on the Register.

A Member with a non pecuniary or pecuniary interest in any business of the Council must disclose the existence and nature of that interest at commencement of consideration or when the interest becomes apparent.

Where sensitive information relating to an interest is not registered in the register, you must indicate that you have an interest, but need not disclose the sensitive information.

Please tick relevant boxes

Notes

	<b>General</b>		Notes
1.	I have a disclosable pecuniary interest.	<input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 below</i>
2.	I have a non-pecuniary interest.	<input type="checkbox"/>	<i>You may speak and vote</i>
3.	I have a pecuniary interest <b>because</b> it affects my financial position or the financial position of a connected person or, a body described in 10.1(1)(i) and (ii) <b>and</b> the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest or it relates to the determining of any approval consent, licence, permission or registration in relation to me or a connected person or, a body described in 10.1(1)(i) and (ii) <b>and</b> the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest	<input type="checkbox"/>          <input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i>          <i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i>
4.	I have a disclosable pecuniary interest (Dispensation 16/7/12) or a pecuniary interest but it relates to the functions of my Council in respect of:  (i) Housing where I am a tenant of the Council, and those functions do not relate particularly to my tenancy or lease.  (ii) school meals, or school transport and travelling expenses where I am a parent or guardian of a child in full time education, or are a parent governor of a school, and it does not relate particularly to the school which the child attends.  (iii) Statutory sick pay where I am in receipt or entitled to receipt of such pay.  (iv) An allowance, payment or indemnity given to Members  (v) Any ceremonial honour given to Members  (vi) Setting Council tax or a precept under the LGFA 1992	<input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>	<i>You may speak and vote</i>          <i>You may speak and vote</i>
5.	A Standards Committee dispensation applies (relevant lines in the budget – Dispensation 20/2/13 – 19/2/17)	<input type="checkbox"/>	<i>See the terms of the dispensation</i>
6.	I have a pecuniary interest in the business but I can attend to make representations, answer questions or give evidence as the public are also allowed to attend the meeting for the same purpose	<input type="checkbox"/>	<i>You may speak but must leave the room once you have finished and cannot vote</i>

**'disclosable pecuniary interest'** (DPI) means an interest of a description specified below which is your interest, your spouse's or civil partner's or the interest of somebody who you are living with as a husband or wife, or as if you were civil partners and you are aware that that other person has the interest.

**Interest**

**Prescribed description**

Employment, office, trade, profession or vocation

Any employment, office, trade, profession or vocation carried on for profit or gain.

Sponsorship

Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M.

	This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to M's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where— (a) that body (to M's knowledge) has a place of business or land in the area of the relevant authority; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

*"body in which the relevant person has a beneficial interest" means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest; "director" includes a member of the committee of management of an industrial and provident society;*

*"land" excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income; "M" means a member of a relevant authority;*

*"member" includes a co-opted member; "relevant authority" means the authority of which M is a member;*

*"relevant period" means the period of 12 months ending with the day on which M gives notice to the Monitoring Officer of a DPI;*

*"relevant person" means M or M's spouse or civil partner, a person with whom M is living as husband or wife or a person with whom M is living as if they were civil partners;*

*"securities" means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.*

**'non pecuniary interest'** means interests falling within the following descriptions:

- 10.1(1)(i) Any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your authority;
- (ii) Any body (a) exercising functions of a public nature; (b) directed to charitable purposes; or (c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union), of which you are a member or in a position of general control or management;
- (iii) Any easement, servitude, interest or right in or over land which does not carry with it a right for you (alone or jointly with another) to occupy the land or to receive income.
- 10.2(2) A decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a connected person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward, as the case may be, affected by the decision.

**'a connected person'** means

- (a) a member of your family or any person with whom you have a close association, or
- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of a type described in sub-paragraph 10.1(1)(i) or (ii).

**'body exercising functions of a public nature'** means

Regional and local development agencies, other government agencies, other Councils, public health bodies, council-owned companies exercising public functions, arms length management organisations carrying out housing functions on behalf of your authority, school governing bodies.

A Member with a personal interest who has made an executive decision in relation to that matter must ensure any written statement of that decision records the existence and nature of that interest.

**NB** Section 21(13) of the LGA 2000 overrides any Code provisions to oblige an executive member to attend an overview and scrutiny meeting to answer questions.

**PRESENT:** Councillor Greenall (Chairman)

Councillors: Mrs Blake  
Mrs R Evans  
Owen

Officers: Principal Overview and Scrutiny Officer (Mrs C A Jackson)  
Member Services / Civic Support Officer (Mrs J Brown)

**31. APOLOGIES**

Apologies for absence were submitted on behalf of Councillor Mrs Houlgrave.

**32. SUBSTITUTIONS**

There were no substitutions.

**33. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**34. MINUTES**

RESOLVED: That the Minutes of the meeting of the Member Development Commission held on 19 September 2013 be noted.

**35. MEMBER TRAINING - SUMMARY OF EVENTS SEPTEMBER 2013 TO PRESENT**

Members considered the report of the Borough Solicitor as contained on pages 25 to 30 of the Book of Reports, which provided an update on Member training undertaken since September 2013.

It was noted that many of the training events were 'free'. Reference was made to the number of 'In House' training sessions held during this period.

RESOLVED: That the update be noted.

**36. FEEDBACK FROM MEMBER DEVELOPMENT REPRESENTATIVES**

The Chairman and Members of the Commission suggested that 'Member Training' should be a regular item on future Group Meeting Agenda's and that any training needs arising be brought to the attention of Member Services.

RESOLVED: A. That the feedback be noted.

B. That the Member Development Representatives take forward the suggestion that 'Member Training' be a regular item on future Group Meeting Agenda's.

**37. TRAINING EVENTS**

The Principal Overview and Scrutiny Officer provided an update in relation to training events for Members.

It was reported that Members had attended many events during the Municipal Year and feedback, particularly from 'In-house' events, had been positive. Following the elections an Induction event would be held for Members new to the Council.

Members would continue to be kept informed of future training events in accordance with the protocol relating to training / conferences.

Members discussed In-house training, particularly the content of the annual Planning Committee and Licensing & Appeals / Gambling Committee training sessions. It was suggested that Information provided in the sessions could include an explanation of acronyms and reference numbers regularly used in reports and decisions.

RESOLVED: A. That the update be noted.

- B. That the suggestion, in relation to information provided at the Annual Planning and Licensing Training Sessions, be passed to the Assistant Director Planning and Assistant Director Community Services.

**38. WORK PROGRAMME 2014/15**

Members considered the Work Programme as circulated on page 31 of the Book of Reports.

It was agreed that feedback from the Member Induction be included as an item on the September Work Programme.

RESOLVED: That the Work Programme be noted subject to the addition of an item 'Member Induction' (September 2014).

**39. DATE AND TIME OF NEXT MEETING**

The dates of future meetings were agreed.

RESOLVED: That the dates of Member Development Commission meetings for 2014/15 be 18 September 2014 and 12 March 2015, subject to confirmation with the Chairman.



**AGENDA ITEM: 5**

**MEMBER DEVELOPMENT  
COMMISSION:**

**18 September 2014**

---

**Report of: Borough Solicitor**

**Relevant Managing Director: Managing Director (People and Places)**

**Contact for further information: Mrs J Brown (Extn 5065)  
(E -mail: [julia.brown@westlancs.gov.uk](mailto:julia.brown@westlancs.gov.uk))**

---

**SUBJECT: MEMBER TRAINING – SUMMARY OF EVENTS FEBRUARY 2014 TO  
PRESENT**

---

Wards affected: Borough wide

**1.0 PURPOSE OF THE REPORT**

1.1 To provide an update on Member training undertaken February 2014 to present.

**2.0 RECOMMENDATION**

2.1 That the update be noted.

---

**3.0 BACKGROUND**

3.1 The Member Development Commission are kept informed periodically of the training and development undertaken by Members of the Council.

3.2 The Corporate and Environmental Overview and Scrutiny Committee are kept informed of the work of the Member Development Commission through the Notes of its meetings.

**4.0 CURRENT POSITION**

4.1 Since February 2014, Members have attended events covering a variety of subjects related to their role as elected Members and community leaders.

4.2 Appendix 1 summarises events attended by Members under the Protocol for Members Attending Conferences/Courses from February 2014 and presents information on the cost and location of training undertaken.

## **5.0 CONCLUSION**

- 5.1 Development of elected Members in their role as effective community leaders is important and the training undertaken by Members reflects the Council's commitment towards Member training and its response to emerging legislation.

## **6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY**

- 6.1 On-going Member Development gives support to Members in discharging their responsibilities and in their wider community role.

## **7.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 7.1 There are some financial / resource implications arising from this report in respect of the training of Members, however these will be met using existing resources.

## **8.0 RISK ASSESSMENT**

- 8.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers as a result of this report.

---

---

### **Background Documents**

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

### **Equality Impact Assessment**

The decision does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required.

### **Appendices**

1. Member Training – Summary of Events February 2014 to present.

**MEMBER TRAINING  
SUMMARY OF EVENTS ATTENDED  
February 2014 to Present**

<b>Date</b>	<b>Title</b>	<b>Training Provider</b>	<b>Cost</b>	<b>Attendees</b>
25 March 2014	Local Authorities and Social Housing Regulations	Board Development Agency(BDA) Manchester	£250	Councillor: Pope <b>Total: 1</b>
25 March 2014	Basic Guide to Governance	WLBC	FREE	Councillors: Baldock, Dereli, Gagen, Griffiths, Oliver, Pendleton, Pope, Westley <b>Total: 8</b>
26 March 2014	Shale Gas Briefing - Important Security Arrangements	LCC	FREE	Councillors: Cropper, G Hodson, J Hodson, L Hodson, <b>Total: 4</b>
10 June 2014	Code of Conduct - Introductory Session	WLBC	FREE	Councillors: S Bailey, Barron, Devine, Dowling, Marshall <b>Total: 5</b>
17 June 2014	Licensing Training	WLBC	FREE	Councillors: Baybutt, Devine, C Evans, Ms Melling, Owen, <b>Total:5</b>

18 June 2014	Individual Electoral Registration Presentation	WLBC/Cabinet Office	FREE	Councillors: Mrs Blake, Dereli, Furey, Marshall, Ms Melling, Oliver, Pendleton, Westley <b>Total: 8</b>
26 June 2014	Audit & Governance - Statement of Accounts Briefing	WLBC	FREE	Councillors: Barron, Bell, Dereli, Gagen, Greenall, Jones, Pope, Pryce-Roberts, Westley, Whittington <b>Total: 10</b>
3 July 2014	Scrutiny at a Crossroads	INLOGOV Birmingham	£195	Councillor: Dereli <b>Total: 1</b>
5-6 July 2014	From opposition to Power	LGA Warwick Conference Centre	FREE	Councillor: Bell <b>Total: 1</b>
29 July 2014	The role of Councillors in Planning Propriety and Good Practice	WLBC	FREE	Councillors: Aldridge, Barron, Mrs Blake, Delaney, Dereli, Devine, Dowling, G Hodson, J Hodson, Marshall, Nolan, Oliver, Owen, Pope, West, Wynn <b>Total: 16</b>

10 September 2014	Encouraging Cycling in the UK	Government Knowledge London	£295	Councillor: Forshaw <b>Total: 1</b>
13-14 September 2014	From opposition to Power	LGA Warwick Conference Centre	FREE	Councillor: Bell <b>Total: 1</b>





**AGENDA ITEM: 6**

**MEMBER DEVELOPMENT  
COMMISSION**

**18 September 2014**

---

**Report of: Borough Solicitor**

**Relevant Managing Director: Managing Director (People and Places)**

**Contact for further information: Mrs. C. A. Jackson (Extn 5016)**  
**(E-mail: [cathryn.jackson@westlancs.gov.uk](mailto:cathryn.jackson@westlancs.gov.uk))**

---

**SUBJECT: MEMBER INDUCTION**

---

Borough wide interest

**1.0 PURPOSE OF THE REPORT**

**1.1** To provide feedback on the Induction process offered to newly elected Members in June 2014.

**2.0 RECOMMENDATION**

**2.1** That the report be noted.

---

**3.0 BACKGROUND**

**3.1** Induction for newly elected Members commences following the elections.

**3.2** New Members are issued with a New Councillor Pack containing information and forms to assist them in their new role.

**4.0 CURRENT POSITION**

**4.1** Following the elections in June 2014 the six elected Members new to the Council were issued with their New Councillor Pack.

**4.2** On 4 June 2014 an induction session took place for new Members. This was led by the Managing Director (People and Places) and Managing Director (Transformation). The induction programme covered the following:-

<b>Welcome and Introductions</b>
<b>Councillors' Role</b>
<b>Officer Role</b>
<b>Management Structure</b>
<b>Political Management Structure</b>
<b>Council Functions</b>
<b>Cabinet Functions</b>
<b>Quasi-Judicial Committees</b>
<b>Overview and Scrutiny Arrangements</b>
<b>The Code of Conduct</b>
<b>Standards Committee</b>

<b>Large Scale Organisation</b>
<b>Funding</b>
<b>Member Involvement</b>
<b>Representing your Community</b>
<b>Developing Positive Relationships</b>
<b>Dealing with Constituent Issues</b>
<b>Essential Tools</b>
<b>The Council's Business Plan</b>
<b>Corporate Priorities</b>
<b>Workstreams</b>
<b>Conclusion</b>

- 4.3 Following on from the Induction session, Officers from Members Services were on hand to go through the contents of the induction pack and cover some of the domestic arrangements including familiarisation with the offices and facilities at 52 Derby Street.
- 4.4 The success of Member Induction is assessed each year from the Induction feedback form issued with the Induction packs.
- 4.5 Members new to the Council were also issued with an Identification of Training Needs questionnaire (ITN) to identify their learning and development needs, a copy of which is attached at Appendix 1. The information then assists in identifying the most significant needs of Councillors in relation to Member training and development. Members were also offered a 'one to one' ITN interview if preferred, although no Members undertook this.
- 4.6 Members were invited to attend introductory training sessions in relation to the Code of Conduct – 10 June 2014, Introduction to Licensing – 17 June 2014, Independent Electoral Registration (IER) – 18 June 2014 and The Role of Councillors in Planning: Planning, Probity and Good Practice – 29 July 2014.
- 4.7 Other training currently being timetabled include a sessions relating to the Public Sector Equality Duty (PSED) and IT Skills.

## **5.0 CONCLUSION**

- 5.1 The induction process for newly elected Members is important and assists the development of elected Members in their role as effective community leaders and is reflective of the Council's commitment towards Member training.

## **6.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY**

6.1 On-going Member development gives support to Members in their responsibilities under legislation and in their wider community role.

## **7.0 FINANCIAL AND RESOURCE IMPLICATIONS**

7.1 There are no significant financial and resource implications arising from this report other than officer time in dealing with these matters.

## **8.0 RISK ASSESSMENT**

8.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers as a result of this report.

---

---

### **Background Documents**

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

### **Equality Impact Assessment**

The decision does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no equality Impact Assessment is required.

### **Appendices**

1. Councillor Identification of Training Needs Questionnaire



## WEST LANCASHIRE BOROUGH COUNCIL

### COUNCILLOR TRAINING NEEDS

#### Background

This questionnaire is designed to identify the learning and development needs of West Lancashire Borough Councillors. The information gathered will be collated and will assist in the identification of the most significant needs of councillors in relation to member training and development.

#### Questionnaire

The questionnaire is subdivided into three sections:

Section 1 – details your personal details and current role with the Council.

Section 2 – focuses upon skills/knowledge and have been grouped into four separate sections:

- Personal skills
- Work related skills
- Working with communities
- Political context

In this section you are asked to reflect on your current strengths and help to identify any potential areas for development.

The information gathered from Sections 1 and 2 will be collated and recorded on your individual training record.

#### Rating

You are asked to reflect on your current role to identify any skills or knowledge gaps that you may have. A training and development need could be something you feel you have but need to improve. It could also be something that you feel you already do well, but would like to further develop.

Please use the rating scale below to assist you in deciding if these skills and knowledge are **low**, **medium** or **high** development need.

<b>LOW:</b> (development need)	Low level of priority – training is not required to fulfil current role.
<b>MEDIUM</b> (development need)	Moderate level priority – although training will assist in fulfilment of current role it is not an <u>immediate</u> priority.
<b>HIGH</b> (development need)	High level priority – training as soon as practicable would assist fulfilment of current role.

## **Analysis**

1. Once completed information within the questionnaires will be analysed.
2. If there are any queries in relation to the completed questionnaire you will be contacted, in the first instance, via email.
3. Findings from completed questionnaires will be collated and used to assist with relevant training and development activities for you and other councillors.
4. If you would prefer a one-to-one interview to go through the questionnaire or require any further information relating to the questionnaire please contact Julia Brown, Member Services/Civic Support Officer (email: [julia.brown@live.co.uk](mailto:julia.brown@live.co.uk) or direct dial telephone 01695 585065)

## **Appendix**

- 1 Roles and functions of all Councillors and Job Profile for non Cabinet Councillor  
*(extracted from Article 2 of Constitution 3.2)*

**Section 1**

**PERSONAL DETAILS**

**Name:** .....

Please tick the appropriate box

Length of Service as an elected Member

0 to 1 year

1 to 5 years

5 to 10 years

10 + years

Gender

Male

Female

Current Role

Chairman

Vice Chairman

Cabinet/Portfolio Holder

Opposition Spokesperson

Community Representative

**Current situation**

Working full time

Working part time

Retired

Other, please specify .....

.....

(If you fail to place your name on the questionnaire, the information will be processed into the general database, however, an individual profile cannot be completed.)

Before you start you may wish to refer to the Job Profile information attached at Appendix 1.

Having regard to the rating system please consider each of the following skill or knowledge areas and tick the rating which you feel is appropriate.

## Section 2

### PERSONAL SKILLS (PLEASE TICK)

<b>SELF</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Adapting to change			
Behaving assertively			
Managing time			
Balancing the needs of home and work			
Analysing and interpreting information			
Managing your own stress			
Exercising leadership			
Presenting a positive self image			
Managing your own safety			
Effective reading skills			

<b>RELATIONSHIPS</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Managing conflicting demands			
Coaching/Empowering others			
Team-working			

<b>COMMUNICATING</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Effectively contributing in meetings			
Giving formal presentations			
Voice and personal presentation skills			
Influencing skills			
Diplomacy skills			
Listening skills			
Questioning skills			

<b>INFORMATION TECHNOLOGY</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Basic keyboard skills			
Use of email/internet			

**Any other areas you feel should be addressed:**

**WORK RELATED SKILLS (PLEASE TICK)**

<b>SKILLS</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Presenting a positive image of the local authority			
Making contributions in meetings			
Chairing meetings			
Facilitating groups			
Analysing complex information			
Project Management			
Expressing concerns			
Monitoring Performance			
Evaluating options to improve services			
Contributing to Best Value reviews			
Monitoring financial information			
Developing positive relationships with officers			
Representing the L.A. positively with external organisations			
Decision making			
Negotiating funding from external bodies			
Managing Performance			
Acknowledging diversity			

**WORK RELATED KNOWLEDGE (PLEASE TICK)**

<b>KNOWLEDGE</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
New decision making structures			
Overview and scrutiny process			
Local authority's core values			
Budgetary process			
Local authority structure and services			
Planning processes			
Licensing processes			

**Any other areas you feel should be addressed:**

**WORKING WITH COMMUNITIES (PLEASE TICK)***(Skills required to work within the community you may wish to develop)*

<b>ONE TO ONE</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Verbal communication			
Problem solving skills			
Expressing yourself in writing			
Advocacy skills			
Supporting people with change			

<b>WORKING WITH GROUPS</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Chairing skills			
Facilitating discussions			
Dealing with conflict			
Leading groups			
Increasing participation. Community cohesion/race/diversity/equality			
Developing and managing constructive relationships			
Identifying community needs with groups			

<b>SURGERY SKILLS</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Interviewing skills			
Identifying risky situations			
Following up issues			
Counselling skills			

<b>AWARENESS</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Recognising and working with under represented groups			
Using different methods of consultation i.e. focus groups			
Awareness of the diversity agenda			

**Any other areas you feel should be addressed:**

**POLITICAL CONTEXT (Please tick)**

<b>SKILLS</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Promoting social and economic well-being			
Strategy Development			
Developing and managing constructive relationships			
Developing partnerships and other organisations			
Networking skills			

<b>KNOWLEDGE</b>	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
Ethics and standards			
Community planning			
Social exclusion			
Best Value			
Regional initiatives			
Crime and Disorder			
Human Rights			

**Any other areas you feel should be addressed:**

Thank you very much for completing the questionnaire. Please note training and development is not always undertaken through a training course and other learning solutions may be advised.

All training is subject to the usual approvals.

Please return to Julia Brown by 30 June 2014.



**MEMBER DEVELOPMENT COMMISSION**

**WORK PROGRAMME 2014/15**

<p>12 March 2015 (t.b.c)</p>	<ol style="list-style-type: none"> <li>1. Member Training – Summary of Events held 2014/15</li> <li>2. Member Training – Summary of Events September 2014 to Present</li> <li>3. Feedback from Member Development Representatives – Oral Report</li> <li>4. Training Events – Oral Report</li> <li>5. Work Programme 2015/16</li> <li>6. Date of next meeting (t.b.c)</li> </ol>
<p>September 2015 (t.b.c)</p>	<ol style="list-style-type: none"> <li>1. Member Training – Summary of Events March 2015 to Present</li> <li>2. Feedback from Member Development Representatives – Oral Report</li> <li>3. Training Events – Oral Report</li> <li>4. Work Programme 2015/16</li> <li>5. Date of next meeting (t.b.c)</li> </ol>