



# Member Development Steering Group Agenda

**Tuesday 01 October 2013 7.30pm**  
**Gade Room, Hemel Hempstead Civic Centre**

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Councillors Conway, Flint, Hearn, Rance, Taylor (Chairman) and Wixted

- 1. Apologies for absence**
- 2. Minutes**  
Members are asked to agree the minutes of the meeting held on 20 June 2013 (page 2).
- 3. Member Development Programme 2013/14**  
Members are asked to consider and agree the training programme (page 7)
- 4. Evaluation Feedback**  
Members are asked to consider and comment on the feedback from previous development session (page 9).
- 5. Quarterly Budget Update**  
Members to note and comment on the budget for 2013/14 (page 13)
- 6. Personal Development Plans 2014**  
Members are asked to confirm the chosen option for carrying out the PDPs in spring 2014 and to discuss the approach and the forms to be used (Page 14)
- 7. MDSG Work Programme**  
Members to offer suggestions for items to add to the work programme for 2013/14 (page 19)
- 8. Next Meetings**  
Tuesday 3 December 2013  
Tuesday 18 March 2014

## MINUTES

Item 2

### MEMBER DEVELOPMENT STEERING GROUP

20 JUNE 2013

**Present:**

**Councillors:** Conway  
Hearn  
Taylor  
Wixted

**Officers:** Lucy Stone Member Support Officer  
Michelle Anderson Corporate Support Team Leader  
(Democracy)  
Clare Thorley Member Support Officer

**Others:** Nigel Smith OSC Review author

The meeting began at 7.30pm

#### 1. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Flint and Rance.

Councillor Taylor apologised for the late change of date for this meeting and thanked everyone present for attending.

#### 2. MINUTES

The minutes of the meeting held on 19 March 2013 were agreed by the members present.

#### 3. OVERVIEW & SCRUTINY REVIEW FEEDBACK

M Anderson said that the full report and recommendations would be discussed at the next meeting of the OSC Chairs/Vice Chairs group. They would look at an improvement plan as a whole. The MDSG were asked to consider the training and development recommendations. M Anderson introduced Nigel Smith, who had carried out the OSC review and asked him to talk through the recommendations.

N Smith said the training and development opportunities were somewhat dependent on what direction the Council chose to take following the review. He went through the recommendations:

- *Develop chairing skills to close down issues and questions, bring in others and ensure focus on key issues.*

This would help keep the meetings on the right track. Firstly, overall chairing skills would help in ensuring everyone contributed to the meeting. Secondly, it would make sure everyone was well prepared to get the most out of the session, for example, tabling questions before the meeting in order to get the fullest response at the

meeting. The Chair would also be able to ensure that the OSC meetings are used for the right purpose and not for questions on ward issues or requests for information.

- *Train and develop members in new methodologies, techniques and approaches to scrutiny.*

This would cover critical questioning techniques, rather than asking for information, probing deeper. One technique was to ask 'why' three times when an answer was given, as that initial answer may not fully address the point. N Smith said that some of the feedback he received was that some of the most rewarding times had been where a meeting only had one topic to cover.

- *Ensure effective induction for scrutiny members – for example, spread over a number of months including specific modules. Shadowing and mentoring could form part of this.*

OSC was a critical element in governance and democracy. Given the political structure of the Council, it was noted that it could be difficult to challenge your own administration. It was important, however, to recognise that OSC could still play a role, for example, policy development of value for money issues. Members could be given an introduction to service areas as well as general OSC matters. It was important that members had an understanding of the service they were scrutinising as well as the issues faced by that service.

- *Utilise scrutiny as a means of member development and succession planning for Executive positions.*

OSC was a good succession into Cabinet, especially if OSC was used to make significant contributions into policy and performance.

N Smith said another helpful tool was shadowing or peer review. A member from one OSC could attend another OSC meeting to observe and then discuss the meeting with the Chairman/members afterwards.

Councillor Taylor said that within the Council's constitution, Cabinet were the policy makers. The Cabinet members met with the senior officers to discuss policy and a lot of what came to Cabinet and then to OSC was therefore officer led. On the Audit Committee, there was a member who drilled down on the details, but that member was effectively questioning an officer led policy. The members were not professionals in those fields, the officers were experts. He added that it was interesting that members were challenging what officers were giving them rather than what they thought was important. Councillor Taylor said that the Leader of the Council had stated that he would not consider succession planning.

Councillor Hearn agreed with Councillor Taylor and said that the constitution would need changing. N Smith said that it could sometimes be difficult for members to have the confidence to scrutinise officers because they were the experts.

Councillor Hearn said that some OSCs were run very well and differently to others. She said that shadowing was a very good idea. Councillor Wixted agreed and said that it was easier for a member to get their point across at some meetings.

Councillor Hearn said that the Housing OSC agendas in particular could be very long. M Anderson said that there were up to 10 items and asked if they were all scrutinised fully. Councillor Hearn said that some members had a lot to say and were determined to say it all.

L Stone suggested the possibility of adding a rules of debate for OSC meetings in order to try and stop members talking for a long time about issues not so relevant. N Smith said that he had seen members asking up to four questions at once, where the point was often missed. He asked if all the papers were necessary. Councillor Conway said the papers were always in enormous depth. Councillor Taylor said that OSC meetings were for questions, but said that there was a need to get through all the papers. He said that there was also a tendency for members to ask questions which had already had asked.

Councillor Taylor asked how more member input could be achieved. N Smith said that policy was set by Cabinet and informed by officers. Getting in earlier on that process was one way, topics could be linked to the Council's forward plan rather than only challenging after the event which had limited impact. OSCs could set work programmes more along policy development lines. They could also focus more on the bigger issues which would make the most difference.

M Anderson suggested that training could also be useful for officers as well as members. N Smith agreed and said that it was more difficult to write a succinct report and spoke of the importance of writing in plain English.

Councillor Taylor thanked N Smith for attending the meeting and said there were a lot of ideas to be considered.

#### **4. MEMBER DEVELOPMENT PROGRAMME 2013/14**

M Anderson went through the Member Development programme and highlighted what had been carried out so far. She said that the Planning update coming up soon had attracted a lot of interest from Town and Parish Councillors: A second evening might be needed for this topic. A briefing session would be held on Dacorum Anywhere, which Councillor Rance had expressed the importance of. Public Speaking in November would be a joint authority event. Following the previous MDSG meeting, Constitution training had been scheduled, this would be run by M Brookes and J Doyle and M Anderson said she would run the content past Councillor Taylor beforehand. Information Security had been added as it had been agreed that this would be an annual session.

Councillors Hearn and Taylor said that they had spoken to C Lynch who was thinking of holding a session with members and representatives from senior schools. This was likely to be in November and a letter would be sent out to senior schools shortly. Some representatives from the Youth Council would be invited to the Mayor's parlour with a group of Councillors. Councillor Taylor said that he suggested that some of the Member Development budget could be used for these events.

#### **5. EVALUATION FEEDBACK**

Councillor Taylor said that at the start of the Charing Skills session, the trainer had asked what areas members would like to cover. The trainer then included everything that had been requested. Councillor Taylor said he was then surprised by the comments saying the training content was not relevant. He also commented on the three forms not handed in at the meeting.

M Anderson asked if a follow up session on this would be necessary. Councillor Taylor said it could be, but that other things may be needed first.

## **6. QUARTERLY BUDGET UPDATE**

M Anderson presented the final budget for 2012/13. Some money had been held back to potentially recommit to Member Charter which had not been needed. She then highlighted the 2013/14 budget so far which was on track.

## **7. ANNUAL TRAINING REPORT**

Councillor Taylor thanked the officers for the concise report. M Anderson said that report had been to CMT and highlighted that she had now informed South East Employers that the Council would not be recommitting to Member Charter. She said this status would expire in December, but that the standards and processes in place would remain the same.

M Anderson said that the target of every member attending an average of three sessions had been exceeded, therefore the interest in member development was not dwindling. She said that the Herts Member Development Network continued to be very useful and was a great source of shared knowledge. Future plans included the next round of PDPs and more site visits. CMT had been very pleased with member development.

## **8. PERSONAL DEVELOPMENT PLANS FOR 2014**

M Anderson said the next PDP sessions were due to be held in early 2014. She said there were three options:

1. Ask Derek Lamb to carry them out again
2. Look into different external providers for this service
3. Carry the PDPs out internally by the Organisational Development officer.

M Anderson said that the third option was preferred by CMT.

Councillor Hearn questioned the confidentiality of an officer carrying them out. M Anderson said they would only be seen by the officer holding the PDP and Member Support officers responsible for Member Development. M Anderson added that expectations would have to be set for them to be carried out in house as had been set out with Derek Lamb in the past.

Councillor Taylor expressed some concern for them being carried out internally and questioned whether Councillors had felt more comfortable with Derek Lamb as he was independent. M Anderson said there was a cost to employing someone externally whereas internal officers already had capacity which would be a saving to the budget.

Members discussed this and concluded that they would raise it at the next Group meeting. They asked officers to get the opinions of other members. It would then be brought to the next meeting for a final decision.

### **Outcome**

Councillors to add PDPs to the next group meeting agenda. Officers to ask opposition members for their opinions. The topic to be brought back to the next meeting.

## **9. MDSG WORK PROGRAMME**

The work programme was agreed.

M Anderson said that if anyone had anything to add to the work programme between meetings, to let her know.

## **10. NEXT MEETING**

The next meeting will be held on 1 October 2013 at 7.30pm.

The meeting ended at 8.55 pm

**MEMBER DEVELOPMENT DATES 2013/14*****Items in italics are provisional – need agreement by MDSG***

<b>Date</b>	<b>Development Event</b>	<b>Start time</b>	<b>Finish time</b>	<b>Officer contact and job title:</b>	<b>Run by:</b>	<b>Location</b>	<b>Which Members?</b>
10 Oct 2013	Public Speaking **	7.30pm	9.30pm	Lucy Stone	Keith Crampton Wiz 07770 593 425	Bulbourne Room	All Joint Authority
6 Nov 2013	Involving Young People	7.30pm	9.30pm	Claire Lynch Active Communities Lead Officer		Bulbourne Room	All
14 Nov 2013	Constitution training	7.30pm	9.30pm	Mark Brookes, Group Manager, Legal, Governance	Mark Brookes and Jim Doyle	Bulbourne Room	All Just DBC
20 Nov 2013 *	Evidence Based Decision Making	6.00pm	7.00pm	Elissa Rospigliosi	Elissa Rospigliosi	Bulbourne Room	All
27 Nov	<i>Final Design stage of the Marlowes Shopping Zone</i>	<i>6.30pm</i>	<i>9.00pm</i>	<i>Nish Khanna</i>	<i>Nish Khanna</i>	<i>Bulbourne Room</i>	<i>All</i>
15 Jan 2014 *	<i>Check if a Budget briefing?</i>	6.00pm	7.00pm				
22 Jan 2014	Standards Training	7.30pm	9.30pm	Steve Baker	Likely an external provider	Bulbourne Room	All
26 Feb 2014 *	Bribery Act 2010	6.00pm	7.00pm	E Hopkins, Corporate Anti Fraud Team Leader	E Hopkins, Corporate Anti Fraud Team Leader	Bulbourne Room	All

13 Mar 2014		7.30pm	9.30pm				
23 Apr 2014 *	Information Security / Data protection	6.00pm	7.00pm		John Worts	Bulbourne Room	All
20 May 2014		7.30pm	9.30pm				

\* indicates a briefing before full Council meeting

\*\* This is a joint authority event with Wiz training. Keith Crampton will send through some details in late August or early September. We will get one free place at the event and Wiz training will invoice any authorities directly. They will make a joint programme and we will get details of events at other authorities.

**Future Items** – dates to be confirmed

- *Risk Management (Linda Dargue – reports formats, how collated etc)*



**FEEDBACK ON TRAINING & DEVELOPMENT**

Attended:38

Returned Feedback forms: 36

**Objectives:**

- A summary of new allowances relating to permitted development
- An update of the implications of the NPPF and other changes
- Overview of recent decisions
- Guidance on the Appeals process & Costs

**STRENGTHS**

- The depth of information provided
- Clear text on the screen x2
- Useful dialogue from the floor and answers from facilitators
- New systems explained well and questions well answered
- Alex very knowledgeable x3
- Questions answered fully x3
- What appears to be a minefield – this training and development evening has been very explanatory, much has been learnt but another session is needed
- Presentation clear and precise x2
- Greater robustness in reason for refusal with firm evidence to back your decision
- Relevant information on future issues that will govern how we carry out our duties, understanding how and why and the implications of these issues to all
- Good presentation with a ‘dodgy’ message, i.e. less democracy in planning matters
- Very informative, good opportunities for questions and debate x2
- Good scope for questions and debate
- New allowances on permitted development. That neighbours can have a say if it is obstructing them
- Well done
- Very good open discussion and presentation from Alex, provided a greater level of detail x3
- Alex’s clear exposition of recent changes in planning process
- Important information
- Specific examples of how anticipated changes would take effect
- To allow questions during the presentations of changes, rather than waiting until the end
- A good information package – hard copies please
- The good work of pre-application negotiations must continue. I am not happy with article 31 statement – 13 weeks. We do not want the Secretary of State determining applications
- Putting flesh on the bones
- Highlighting pitfalls arising from new legislation
- Very well presented – I learnt a lot about all the new rules and understand it better now
- Imparted useful information on changes to planning legislation e.g. article 31 statements, new permitted development rights
- Good information and well delivered
- Very good explanations of new development proposals and identifying the actual measurements for extensions allowed
- Clear answers to concerns of those in attendance

- Planning do their best to deal with the confused situation
- Useful update
- Alex & his colleagues know their subject well & coped with some testing questions. Lots from T&P councillors
- Very knowledgeable staff presenting- very open

## **WEAKNESSES**

- The vast spectrum of the topic
- Slides to be available to make notes on x5
- Too many questions unanswered
- Audio/acoustics
- Unfortunately I have lost some of my hearing ability, which is why I retired in 2003 as a Borough Councillor. I did think that this awful audio system would have been put right – at least give the speaker a hand held microphone
- Too many specific comments at the discussion time
- Too much parochial discussion which is not relevant to the training & development
- Too many questions from the floor that had no bearing to the presentation (i.e. members personal problems)
- Inspectors don't have detailed requirements, all subjective
- Developers will have greater scope over planning regulations
- 8 & 12 metre extensions will have major impact on neighbours
- Needs to be a better way for members to ask questions rather than just a raised hand. It can be a bit chaotic. Limit people to 1 question at a time, some members keep asking question after question
- Part of the presentation was rushed because of the high number of questions
- Allocated time was too short. Need either a longer session or a follow up session
- Not enough time, but there never will be!
- More clearer plans for parishes to look at larger print
- Time limit on larger building
- Not enough information from point of view of impact on parish councillors
- Slides difficult to read
- Agenda not prepared
- Please limit the questions until after the presentation has been completed, to better structure the meeting for all participants
- To have a handout of the presentation provided at the beginning of the presentation, with spares to make notes during the presentation
- Lack of clarity on conservation
- Should be broken down into more bite size sessions
- Too much information in such a small time scale
- I could not read the flow chart when shown. The page relating to examples in point 3 – could not read this, the point was too small
- No clear way forward coming from Central Government
- A very wide ranging subject which some wanted to personalise to a particular case in their parish

## **OPPORTUNITIES**

- More training
- Slides of training x2
- Appears to be only the tip of the iceberg regarding many new planning measures proposed, therefore please follow up suggestion of having further such meetings

- Resolves questions during presentations – they obscure what the presentation is trying to put over, wait until planners panel
- Questions should be at the end of the presentation
- A future training day over these new issues once in operation to see how we are coping with them
- DCC needs training in how to put together reasons for refusal, particularly with respect to conservation areas and listed buildings x2
- Don't invite councillors from Berkhamsted and Northchurch
- Share information about departmental staff and structure
- No, but more information will be available when government give all the decisions
- Have separate meeting for Borough Councillors to Parish
- More planning master class would benefit all – two or three times a year and target on specific issues
- Suggest that Alex does a 2 page presentation in the next decorum Digest
- Further evenings
- Opportunities to present to Parish planning committee

### **TRAINING SCORE**

Poor	
Adequate	
Good	7
Very good	23
Excellent	6

## Dacorum Anywhere 10 July 2013

### FEEDBACK ON TRAINING & DEVELOPMENT

Attended: 16

Returned Feedback forms: 13

- **Objectives:** Dacorum Anywhere – what does it mean?
- Key projects
- Changing the way we work
- What this will mean for staff, customers and members
- Next steps

#### STRENGTHS

- Well expressed
- Useful Q & A session
- The in depth knowledge of the presenters and their ability to answer the questions
- Lots more information, clearly expressed
- Presentation structure good but presentation hesitant. Found information imparted good as to future information
- Well presented, calm, clear and logical presentation. Short and straight to the point
- Excellent content, Q & A very good. Excellent knowledge on subject
- Depth of knowledge from both Heather and Shane
- Dacorum Anywhere is a new exciting way of working using latest technology. The way we must go. Personally, I read agendas and reports, paper copies away from my computer.
- Clear presentation. There are electronic ways to do everything though I'm not keen
- Covered most of the things. Did not attempt to push – which would have excited adverse reaction
- None

#### WEAKNESSES

- More interaction needed – requires pre planning
- Slides were a little faint
- Handouts with more detail
- Reading from script
- Not sure that I'm convinced it is all quicker and saving money
- A little more visual printed in advance to illustrate login and desktop
- Because of light on screen, lots of presentation was lost
- None x 6

#### OPPORTUNITIES

- Have more interaction
- Do not like references to 'customers'
- A clear and positive way forward
- Cognisance of remarks made by Members to Heather and Shane
- Good to hear we will receive training – I shall need it.
- Getting early users to give real, unbiased, helpful written feedback
- None x 6

#### TRAINING SCORE

Poor	
Adequate	
Good	3
Very good	8

Excellent	2
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**Member Development Budget 2013-14**

19/09/2013				
<b>Main Heading</b>	<b>Budget</b>	<b>Sub Heading</b>	<b>Spend</b>	<b>Remaining</b>
<i>Training Course fees</i>	£ 11,000.00			£ 11,000.00
		Scrutiny Review	£ 2,700.00	£ 8,300.00
		IDEA Course - Leadership Academy - 1 Councillor	£ 150.00	£ 8,300.00
		Standards training 12 June 2013	£ 613.00	£ 8,150.00
				£ 7,537.00
<b>OVERALL TOTALS:</b>	<b>£ 11,000.00</b>		<b>£ 3,463.00</b>	<b>£ 7,537.00</b>

## Personal Development Plans 2014

### Background

At the Member Development Steering Group (MDSG) meeting held on 20 June 2013, members discussed the options for the next set of Personal Development Plans (PDP's).

The three options considered were:

1. Ask Derek Lamb to carry them out again
2. Look into different external providers for this service
3. Carry the PDPs out internally by the Organisational Development officer.

Following the discussion it was agreed that the Conservative Group would discuss this at the next Group meeting that followed and Member Support would contact the other parties to ask for their opinions. The Chairman then contacted the MDSG setting out the outcome of discussions.

As a result, the chosen option is to have the Organisational Development Officer at DBC carry out the next set of PDP's.

### Next Steps

The Member Development officers will meet with the Organisational Development officer to discuss the process and the aims of the project. As this is a member led process, the MDSG will need to consider the approach and the forms which will be used.

In the past, members were first contacted and asked to complete an initial form (please see Appendix A), to illustrate their development needs, based on the Member Charter Standards which was the criteria the council were measured on. Following this, members were asked to identify up to three issues that they considered a priority in their ward, based on the Council's corporate priorities (please see Appendix B).

Once forms were completed, Members then received an interview over the phone whereby their development needs, preferred method of learning and plans for the future (please see Appendix C) were discussed.

On completion of all member interviews, Member Support then received an analysis of the results to help plan the future development programme and address any specific individual development needs.

### Way Forward

The MDSG are asked to consider if the approach detailed above is one they wish to continue or if it should be carried out a different way. The forms used can be amended if required or a new one developed.

Once confirmed the Organisations Development Officer will be able to plan the process and take it forward.

### Personal Development Plan 2012 Checklist 1

<b>Name</b>		<b>Appointment preferred</b>	<b>Daytime or evening?</b>
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Please use this checklist to identify your development needs; return in the envelope provided by **23 March 2012**. Thank you. **Derek Lamb**

<b>Tick Box</b>	<p><b>1. Local leadership</b></p> <ul style="list-style-type: none"> <li>• Engaging with the community</li> <li>• Keeping up to date on local issues</li> <li>• Encouraging trust and approachability</li> <li>• Representing views of residents in decision making</li> <li>• Attending local meetings</li> <li>• Acting as a champion for others on a specialist area</li> <li>• Mediating fairly and constructively</li> </ul>
<input type="checkbox"/>	<p><b>2. Partnership working</b></p> <ul style="list-style-type: none"> <li>• Building good relationships with the Council's partners</li> <li>• Knowing when to delegate or provide support to others</li> <li>• Making people from all backgrounds feel valued, trusted and included</li> <li>• Remaining calm when criticised or under pressure</li> </ul>
<input type="checkbox"/>	<p><b>3. Communication skills</b></p> <ul style="list-style-type: none"> <li>• With residents through newsletters, letters, email, phone, local media</li> <li>• Providing regular feedback to residents on issues raised</li> <li>• Listening to others, checking understanding, adapting own style</li> <li>• Creating opportunities to communicate with hard to reach groups</li> <li>• Speaking and writing clearly</li> </ul>
<input type="checkbox"/>	<p><b>4. Political understanding</b></p> <ul style="list-style-type: none"> <li>• The Council's constitution and Code of Conduct</li> <li>• Communicating political values through canvassing and campaigning</li> <li>• Actively developing political intelligence (eg attending conferences)</li> <li>• Looking for ways to promote democracy and increase public engagement</li> <li>• Ability to work across political boundaries without compromising own values</li> <li>• Confidence in representing Group's views</li> </ul>
<input type="checkbox"/>	<p><b>5. Scrutiny and challenge</b></p> <ul style="list-style-type: none"> <li>• Understanding the scrutiny process</li> <li>• Membership of a Committee/participation in scrutiny reviews</li> <li>• Confidence in expressing a view at Committee or Council</li> <li>• Identifying areas for scrutiny and involving residents</li> <li>• Presenting concise and meaningful arguments</li> <li>• Objective and vigorous in challenging</li> </ul>
<input type="checkbox"/>	<p><b>6. Regulating and monitoring</b></p> <ul style="list-style-type: none"> <li>• Chairing meetings</li> <li>• Involvement in regulatory committees ( eg DC, Licensing, Standards)</li> <li>• Seeking feedback and looking for opportunities to learn</li> </ul>



	<ul style="list-style-type: none"> <li>• Checking progress on issues raised by residents</li> </ul>
	<b>7. Other development areas not covered by the Checklist</b>

<b>For the attention of cabinet, group leaders and the Leader only</b>	
	<b>8. Managing performance</b> <ul style="list-style-type: none"> <li>• Working with others and supporting your Group to develop and achieve Council objectives</li> <li>• Encouraging scrutiny and responding positively to challenge, feedback and ideas</li> <li>• Acting as a mentor to less experienced Councillors</li> <li>• Dealing with any conflicts in the Group</li> </ul>
<input type="checkbox"/>	<b>9. Providing vision</b> <ul style="list-style-type: none"> <li>• Working with officers to develop Council policy, budget priorities and performance plans</li> <li>• Willingness to embrace new ideas and encourage others</li> <li>• Sharing knowledge, experience and good practice with less experienced members</li> <li>• Helping to promote the Council and influence regional and national decisions</li> </ul>
<b>For the attention of the Leader only</b>	
	<b>10. Excellence in leadership</b> <ul style="list-style-type: none"> <li>• Acting as a public face of the Council and role model for others including championing Council's needs at regional and national level</li> <li>• Trouble shooting and juggling conflicting responsibilities</li> <li>• Encouraging cooperation and communication across political and Council boundaries</li> </ul>

**Personal Development Plan 2012 Checklist 2  
Dacorum Council priorities 2011-2012**

<b>Name</b>	
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Please use this checklist to identify up to three issues that you consider are a priority in your ward. Use the bullet points to be more specific. Return to me in the envelope provided by **23 March 2012**. Thank you. **Derek Lamb Exeter House January 2012**

<b>Tic kBo x</b>	<p><b>1. Building community capacity</b></p> <ul style="list-style-type: none"> <li>• Enable all wards to move out of the lowest quartile of the indices of deprivation</li> <li>• Support social enterprise</li> <li>• Empower local community action and delivery</li> </ul>
	<p><b>2. Safe and clean environment</b></p> <ul style="list-style-type: none"> <li>• Support the creation of a high quality low carbon environment</li> <li>• Maintain a clean safe environment</li> <li>• Protect our green space areas</li> </ul>
	<p><b>3. Regeneration</b></p> <ul style="list-style-type: none"> <li>• Deliver a regeneration plan for Dacorum (including plans for building housing)</li> <li>• Attract investment</li> <li>• Drive value from Council's assets</li> </ul>
	<p><b>4. Affordable housing</b></p> <ul style="list-style-type: none"> <li>• Achieve good social housing</li> <li>• Develop the private rented sector</li> <li>• Design and enable a more varied housing offer</li> </ul>
	<p><b>5. Dacorum delivers</b></p> <ul style="list-style-type: none"> <li>• Efficiencies (including delivering Customer ServiceReview targets)</li> <li>• Value for money services</li> <li>• Performance excellence, reputation and profile delivery</li> </ul>

**Personal Development Plan 2012: Name**

Your plan will enable you to consolidate and develop your confidence and effectiveness as a Councillor. It will remain confidential within the small team administering the Member Development Programme. They will use it to support you and organise relevant and appropriate development activities.

What have been the benefits of the training undertaken as a result of your 2010 PDP?

What is your preferred method of learning? E.g. classroom training, on-line, individual coaching, conferences etc

What time is most convenient for this? Daytime, evening, either?

Immediate development needs (as raised in the Checklists 1 and 2)

Development anticipated over the next 2-5 years

Agreed actions

Attend training and/or coaching sessions

Developing a buddy/mentor relationship

Any other comments?

Signed

Date

**Member Development Steering Group Work Programme 2013/14**

<b>Meeting Date</b>	<b>Item</b>
3 December 2013	<ol style="list-style-type: none"><li>1. Member Development Programme</li><li>2. Quarterly Budget Update</li><li>3. Evaluation feedback from previous development sessions</li><li>4. Member Development Strategy – mid-point review</li></ol>
18 March 2014	<ol style="list-style-type: none"><li>1. Member Development Programme</li><li>2. Quarterly Budget Update</li><li>3. Evaluation feedback from previous development sessions</li></ol>