



Public Document Pack
**MEMBER DEVELOPMENT STEERING
GROUP
AGENDA**

**THURSDAY 18 JUNE 2020 AT 6.30 PM
MICROSOFT TEAMS - MICROSOFT TEAMS**

*** This meeting of the Member Development Steering Group will be held remotely via the Microsoft Teams application.**

Should any members of the public wish to join this meeting, please contact the Assistant Director (Corporate & Contracted Services) at member.support@dacorum.gov.uk by 5pm on Friday 12th June

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 Barry, Bhinder, Douris (Chairman), Freedman, Griffiths and Silwal

AGENDA

- 1. APOLOGIES FOR ABSENCE**
To receive any apologies for absence.
- 2. MINUTES (Pages 2 - 8)**
To approve the minutes from the previous meeting
- 3. ANNUAL TRAINING REPORT 2019/20 (Pages 9 - 12)**
- 4. MEMBER DEVELOPMENT PROGRAMME 2020/21 (Pages 13 - 16)**
- 5. QUARTERLY BUDGET UPDATE (Pages 17 - 18)**
- 6. EVALUATION FEEDBACK FROM PREVIOUS DEVELOPMENT SESSIONS (Pages 19 - 30)**
- 7. ATTENDANCE RECORD (Pages 31 - 32)**
- 8. MDSG WORK PROGRAMME (Page 33)**

Agenda Item 2

MINUTES

MEMBER DEVELOPMENT STEERING GROUP

7 JANUARY 2020

Present:

Councillors: Bhinder
Douris (Chairman)
Freedman
Griffiths
Silwal

Officers: Katie Mogan Corporate and Democratic Support Lead Officer
(KM)
Charlie Webber Corporate and Democratic Support Officer
(CW)(Minutes)

The meeting began at 6.39 pm

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Barry.

Apologies for lateness were received from Councillor Freedman.

2 MINUTES

The minutes of the meeting held on 2 October were confirmed by the Members present and were then signed by the Chairman.

3 QUARTERLY BUDGET UPDATE

Councillor Griffiths asked about adding the notional allowance of officer time to the Quarterly Budget Update.

KM said that it was difficult to add this to the Budget Update as the spreadsheet was lifted directly from the Budget itself.

Councillor Griffiths suggested adding the training title under the detail column but then putting the amount as costing nothing: £0.00.

Action: Councillor Douris asked KM is she could talk to Finance about adding officer time to the Quarterly Budget Update.

KM said that she would talk to Finance. She added that the Community Leadership Training was delivered by the LGA at no cost. She said that the Chair Training and Overview and Scrutiny Training delivered by Frontline Consulting had now been paid for as well as the Social Media training from Link Support Services.

Action: KM said that they would be asking other Local Authorities about the training that they provide to their Members.

4 MEMBER DEVELOPMENT PROGRAMME

Councillor Douris noted that the room used for Social Media Training was too small for the number of attendees.

Councillor Freedman said that this may have been because several attendees were from Town and Parish Councils.

CW said that the room was booked according to the number of Councillors that had signed up for the session and that several Councillors turn up to sessions without signing up for them first. She said this was fine but that it was difficult to cater for.

Councillor Douris said that they had used Link Support Services for the past 4 or 5 years.

Councillor Bhinder said that it was important to provide regular training for those areas where legislation was constantly changing.

Councillor Freedman suggested two different Social Media sessions being offered. He said that one session could be mandatory, covering the legalities surrounding Social Media.

Councillor Bhinder said that it would be useful for this session to include raising awareness of abuse and bullying online.

Councillor Freedman suggested that the second Social Media session could cover public awareness and engagement including information on using the best tools to communicate with residents.

Councillor Griffiths suggested that this session could also provide horizon scanning to update Members on what was becoming popular.

Councillor Bhinder said that offering two sessions was a good idea as some training like the Licensing training provided a heavy amount of information in a short space of time. He suggested that Social Media training could give the Councillors' perspective as well as the perspective of residents using Social Media.

Councillor Freedman said that using Facebook was currently the most useful platform for communicating with as many people as possible. He said that some people would be using new platforms but that his priority was to reach as many people as possible.

Councillor Bhinder said that it was important to consider the resources of managing this.

Councillor Freedman said that this year Facebook would remain at the fore.

Councillor Douris asked when the tipping point would be when Facebook was no longer at the fore. He suggested that a Social Media session on legalities could be delivered next year and then a session on future Social Media platforms could be delivered the following year or the year after.

Councillor Griffiths said that she believed legalities had already been covered but that it would be useful for refreshers to be provided. She added that horizon scanning could be filtered into this. She commented that many people found using Facebook stressful and were moving away from the platform.

Councillor Bhinder said that demographics needed to be looked at carefully.

Action: Councillor Freedman suggested speaking to the Communications team about Social Media platforms and whether they could provide internal training on this.

Councillor Douris suggested providing a Social Media session early on with a title such as 'Social Media: how to stay out of jail' and making sure it was clear to Members that this was a new course with a new topic.

Action: KM said that they could look for a broader provider to deliver this type of training.

Councillor Douris suggested asking Mark Brookes about a provider with a legal background. He said that a horizon scanning Social Media session could be delivered at the end of the year.

Action: KM said that there was a function in ModernGov which could enable Councillors to have their own blogs and that these would appear on their Councillor page on the website. She said that they could look into this and provide training for Councillors on how to use it.

Councillor Griffiths said that it would be useful to have training for Councillors on how to use ModernGov in general.

Councillor Freedman commented that it would be important to talk to Mark Brookes about the blogs due to the risk of implicating the Council.

Action: KM said that the blogs had to be approved by Member Support first. She said that they would work on implementing it and would produce a guide including guidelines on what was appropriate to include. She added that it could be beneficial for residents to read Councillors' blogs without them having to use Facebook.

Councillor Silwal said that it would be useful if there was separate training on this.

KM confirmed that there would be.

Councillor Bhinder asked about comments on the blogs.

KM said that comments would be turned off.

Councillor Freedman said that comments could be turned off but could be received as messages on some platforms. He added that whoever was responsible for

approving the blogs would need to know what they were doing from a legal standpoint.

Councillor Bhinder said that he runs grovehill.co.uk and that he had switched off comments.

Councillor Douris commented that there was lots that was unknown concerning ModernGov and other Council IT functions.

Councillor Griffiths agreed that there were many aspects concerning IT that Councillors did not know about.

Councillor Bhinder said that many Councillors had issues with their devices at meetings that he attended, particularly with ModernGov and emails.

Action: KM said that they would be arranging sessions for Members.

Councillor Griffiths said that it would be useful to have a session that highlighted everything that could be done on the system and to then see which Councillors were interested in using which functions. She said that sessions could then be given over the 4 year term.

Councillor Freedman noted that this training should not be mandatory.

Councillor Douris commented that many Councillors would not know how to use and find these additional functions.

KM said that she could speak to the performance team. She suggested having training sessions before Council.

Councillor Douris said that he was not keen on this and that monthly, almost 'drop-in', training might be better.

Councillor Griffiths noted that when she was sent emails to her Dacorum email address, links to webpages would not work due to the firewall and that it would say that there was a server error.

Action: KM said that they would speak to IT about this.

Councillor Freedman said that it sounded like an IT issue.

Action: KM asked about what other training courses Councillors would like. She suggested emailing all Councillors about more training that they would like and then bringing the responses back to the Member Development Steering Group meeting in March.

Councillor Douris asked for ideas for training.

Councillor Freedman suggested a Mayor's training session regarding etiquette in Full Council meetings. He gave the example of addressing Councillors.

Councillor Griffiths said that Councillors are generally asked how they want to be addressed. She said that it would be useful to have a practical training session on rules as well as a session on custom and practice.

Councillor Freedman said that it was about etiquette and gave the example of wearing a tie.

Councillor Douris, speaking as the Mayor, gave examples of people getting up at the end of the meeting and Members asking a number of questions and his own practice in running the meeting. He said that the legal rules took priority over customs and practice.

Councillor Griffiths said that the dress code was down to the Groups.

Councillor Freedman said that he was keen to follow etiquette and not cause friction.

Councillor Douris commented that Town and Parish Council meetings tended to be quite formal.

Councillor Griffiths said that there should be the option to ask someone informally about custom and practice.

Councillor Douris addressed the rules and Constitution for Full Council and said that there was actually no limit to the number of questions that could be asked.

Councillor Griffiths suggested a training session to go through the Constitution which could be Council meeting specific, for example, covering Points of Order and the Move to Vote.

Action: KM said that she would speak to Mark Brookes and Farida Hussain about this.

Councillor Griffiths agreed that going out to Members again was a good idea and that service-specific training sessions could be offered. She suggested each department listing what services they provide.

Councillor Freedman said that he would find another marketplace useful like at the Member Induction but if it could last longer. He added that it may also be worth asking officers for ideas for training sessions for Councillors and gave the example of common questions that officers may get asked.

Councillor Douris said that the way in which the sessions are advertised could be better to catch Members' attention.

5 EVALUATION FEEDBACK FROM PREVIOUS DEVELOPMENT SESSIONS

Councillor Griffiths asked whether the team went back to Councillors who gave low scores in their feedback of Member Development sessions.

KM said that the evaluation feedback forms were anonymous.

Councillor Freedman added that people might not be as honest in feedback if they knew that they could be identified.

Action: Councillor Douris suggested providing a line where Councillors could add their name to the feedback form if they wished to discuss the session further.

Councillor Freedman said that he looked for something that he could immediately take away from courses to implement.

Councillor Douris suggested rewording a question or including an additional question to cover this and whether this question should be scored from 1-10 or whether it should allow Councillors to provide a comment. He also suggested adding a comment section to ask Councillors whether anything was missing from training sessions.

Action: KM said that they could make the comments section more focused.

6 ATTENDANCE RECORD

KM highlighted that not all Councillors had attended the mandatory training sessions and that names would be passed on to the Group Leaders.

CW said that Sara Whelan was in the process of arranging a further Planning training session.

Councillor Freedman suggested that Members were encouraged to pre-submit questions ahead of the Planning training to make most effective use of the time.

Councillor Douris noted that using a local situation to highlight a wider issue was useful in sessions but that focusing solely on that local situation may not necessarily be helpful.

Action: Councillor Bhinder asked that alternate rows were shaded on the Attendance Totals spreadsheet so that it was easier to read.

Councillor Griffiths asked when the online system would be going live.

Action: KM said that she would chase this and also look at how training would be provided.

Councillor Douris asked whether IT could provide drop-in sessions.

KM said that they had been offered before so that this should be possible.

Councillor Griffiths said that it would be worth letting Members know what could be done on the system first and then providing training based on what Members wished to use.

Councillor Douris said that it would be good for Members to be kept up to date with new systems that were being used as well.

KM said that updates were provided on the Information Station.

Councillor Douris suggested asking Councillors in Members News when the last time they used the intranet was.

KM said that this may be difficult but suggested Communications adding in Members News about the Information Station.

Councillor Freedman asked whether it would be possible for an organisation chart to be provided on the intranet that went down to a lower level than Group Managers.

Councillor Griffiths said that senior staff would want to know about issues in their service and they would then delegate as appropriate.

KM said that it could be highlighted in training sessions about how to search for individuals.

7 WORK PROGRAMME

It was noted that the next meeting was scheduled to take place on Wednesday 18th March.

The Meeting ended at 8.17 pm



Report for:	Member Development Steering Group
Date of meeting:	18 June 2020
PART:	1
Title of report:	Annual Member Training Report 2019-20
Contact:	Katie Mogan, Corporate and Democratic Support Lead Officer
Purpose of report:	(1) To provide an update on Member Training for 2019/20 (2) To illustrate the ongoing commitment to delivering Member Development
Recommendations	(1) To comment on and note the report.

1. **Background**

- 1.1 Dacorum Borough Council (DBC) has always strived to provide training for its elected members. An annual development programme has been produced and delivered.
- 1.2 The Member Development Steering Group (MDSG), continues to meet quarterly and leads Member Development at the Council. It is supported by the Corporate and Democratic Support Team.

2. **Member Development Training Programme**

Mandatory training

- 2.1 Local elections were held in 2019 and a programme of mandatory training was decided by Cabinet on 19th March 2019 (report at Appendix A). The list of mandatory training is as follows:
 - Safeguarding,
 - GDPR/FOI,
 - Council's Constitution & Code of Conduct,
 - Media training,
 - Budget setting process,
 - Overview of planning

In addition there will be some additional mandatory training for Committee Chairs - Charing meetings, mandatory training will also be provided for members of Development Management Committee and Licensing Committee which must be attended before Members can take part in these committees.

2.2 If Councillors fail to attend mandatory training;

Stage 1 Failure to attend mandatory training will be reported to the Group Leader

Stage 2 Continued failure to attend mandatory training will constitute a breach of the Code of Conduct for Members and will be considered through the standards complaints process. Sanctions available to the Standards Committee include recommending that a Group Leader remove the councillor from any committees they are a part of or remove the councillor of any portfolio duties (if applicable), publishing its findings in respect of the conduct or recommending that Council issues a formal reprimand.

2.3 At least two sessions of each mandatory training has been provided to members (except Safeguarding training, this training had been delayed as the Safeguarding officer post was vacant. An external training provider has been found to deliver this training but has been postponed to September 2020 due to Covid-19).

2.4 The following mandatory training has been provided to members:

Training	Dates	Attendance	Notes
Planning	16 th May 2019 3 rd October 2019 10 th October 2019	40	Additional session planned for 17 th June
GDPR/FOI	28 th May 2019 4 th June 2019 27 th August 2019	47	
Budget setting	6 th August 2019 13 th August 2019	34	An additional session was arranged by the Finance team but had to be cancelled due to low attendance. Another session will need to be arranged before upcoming budget setting cycle.
Social Media	19 th September 2019 24 th October 2019	32	Listened to feedback about trainer – look to find another course to provide to remaining members
Council's constitution and code of conduct	10 th May 2019 11 th May 2019	50	Majority of councillors attended induction
Safeguarding	11 th September 2020 14 th September 2020		
Charing Skills	20 th June 2019	14	Mandatory for

			Chairs/Vice Chairs only. There are 15 Chairs & Vice Chairs that need to attend this training
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2.5 Other development opportunities that were not mandatory were provided between May 2019 and April 2020 and are as follows:

Training	Date	Attendance
Emergency Planning Awareness	11 July 2019	16
Overview & Scrutiny	24 July 2019	24
Licensing (external provider arranged by Licensing team)	8 November 2019	6
Community Leadership	21 November 2019 20 January 2020	14
Strategy, Improvement & Engagement briefing	13 February 2020	10

2.2 Members are asked each year as to what areas they would like to see included in the annual training programme. An email was sent to all councillors on 10th January 2020 to ask what they wanted to see on the member development programme for 2020/21. This will ensure a Member focused training programme and one which responds to their needs. The programme will be coordinated by the MDSG.

2.3 Training evaluation forms were amended following feedback from MDSG to give members the option to give their name so that Corporate and Democratic Support could discuss their feedback with them. Throughout the year, it was noted by MDSG that some feedback scores were low and it would be useful to find out why.

2.4 Attendance at training sessions that are not mandatory is still low. Average attendance at non-mandatory training sessions was 12 members. There is only one member who did not attend any training sessions in 2019/20 but this was due to ill health and Corporate and Democratic Support will be working with that councillor to arrange mandatory training when it is safe to do so after Covid-19.

2.5 The average number of training opportunities taken up per member was 5

3. Member Development Budget

- 3.1 The 2019/20 budget was £9,630, a slight increase due to it being an induction year and £8,689.83 of this budget was spent. This included both training provided by an external company and courses for individual members that expressed a desire to attend.

MEMBER DEVELOPMENT DATES 2020-2021

Date	Development Event	Start time	Finish time	Contact / Run by:	Location	Which Members?
Wednesday 17 June 2020	Planning Training (repeat)	6:30pm	8:30pm	Sara Whelan, Group Manager – Development Management & Planning	Microsoft Teams	Mandatory: All Members
Thursday 25 June 2020	Equalities, Diversity and Inclusion Training	7pm	8:30pm	Rosanne Bernard, Maximum Performance	Zoom	Open to All Members
Thursday 9 July 2020	Member Development session TBC	-	-	-	-	-
Friday 11 September 2020	Members Safeguarding Awareness Training	2pm	3:30pm	Education Child Protection (ECP) Ltd.	Conference Room 2	Mandatory: All Members
Monday 14 September 2020	Members Safeguarding Awareness Training (repeat)	7pm	8:30pm	Education Child Protection (ECP) Ltd.	Conference Room 2	Mandatory: All Members

Thursday 17 September 2020	Constitution Training – specifically Full Council	7pm	9pm	Mark Brookes, Assistant Director (Corporate & Contracted Services) and Farida Hussain, Group Manager (Legal & Corporate Services)	Conference Room 1	Open to All Members
Thursday 8 October 2020	Member Development session TBC	-	-	-	-	-
Thursday 12 November 2020	Member Development session TBC	-	-	-	-	-
Thursday 11 February 2021	Member Development session TBC	-	-	-	-	-
Thursday 25 February 2021	Member Development session TBC	-	-	-	-	-
Thursday 18 March 2021	Member Development session TBC	-	-	-	-	-
Thursday 8 April 2021	Member Development session TBC	-	-	-	-	-

Mandatory training:

- Safeguarding
- GDPR/FOI
- Council's Constitution & Code of Conduct
- Media (including Social Media) training
- Budget setting process
- Chairing skills (for Chairs/Vice Chairs)
- Statutory committee training (for Committee members);
 - Development Management
 - Licensing
- Planning training for all members

Other local councils were contacted to find out what training sessions have been provided to their members. The responses are below:

- Effective Board Governance – framework for LA companies
- Protecting the Council against fraud, bribery and corruption
- Planning – normally 2 basic (1 internal training by a Council officer and the other an external trainer TRA – Trevor Roberts Associates) then 4 x Advanced training (subjects have included Green Belt, Conservation etc)
- Standards
- Licensing and Enforcement
- Community Wellbeing
- Housing and Homelessness
- A presentation on local demographics and mechanisms for residents contacting the Council (customer complaints)
- Local Government Structures and Partnerships across tiers of governances
- Dementia Awareness
- Emergency Planning and Economic Development
- Communications and dealing with the Media
- Policing Priorities
- Planning and Sustainable Transport
- The Planning Process

Members were contacted to find out what training they would like to see on the member development programme for the next year. The responses are below:

- IT training, I often observe members and indeed I struggle myself to fully use all the Lenovo functions and especially the DBC intranet.
- I also think there is some scope for briefs/guides perhaps on line, or paper guidance of topics such as 'planning' 'Call -in' etc.
- The role of national, county and borough, on topics such as climate change, house building, highways.
- Some structured training on how to dig into, or ask better questions about, the DBC information systems and document library please. What is the range of databases and documents?
- I'd be interested in more detailed planning training for DMC committee members. In particular the legal constraints that are placed upon planning departments (e.g. maximum time to approval/rejection, case law on rejection of consultee conclusions and how these hold up on appeal).
- The use and application of IT systems. Whilst many of us do use laptops and standard Windows Office almost every day, it would be helpful if a short course could be introduced on other software.
- Further insight into how the Council processes work in terms of decision-making – The steps required and the influences of Officers, members and consultants.
- Further introductions into each department and committee concerning their responsibilities.

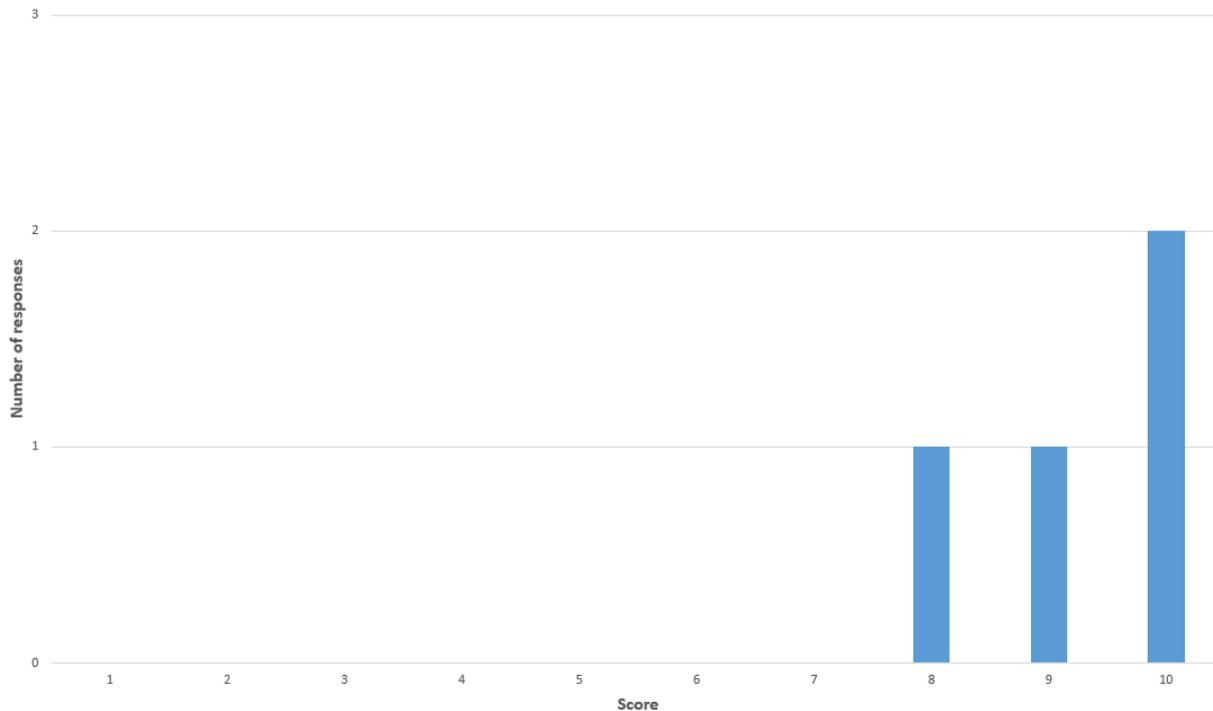


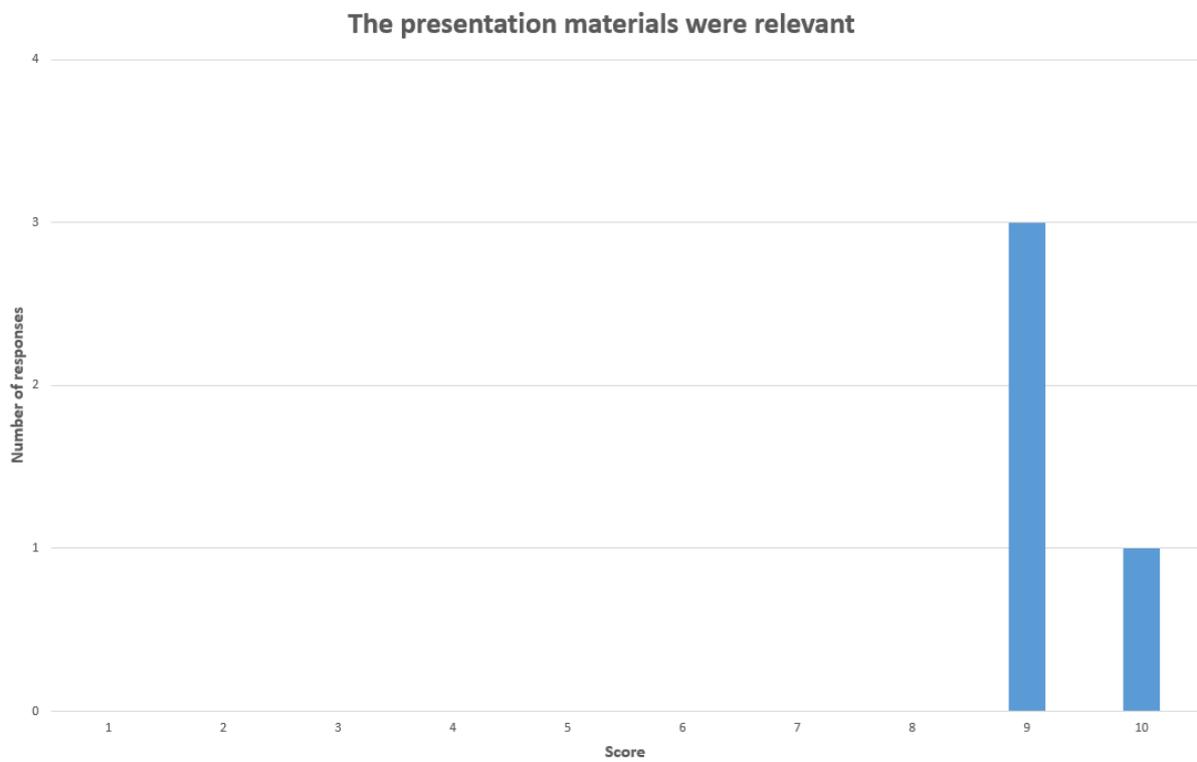
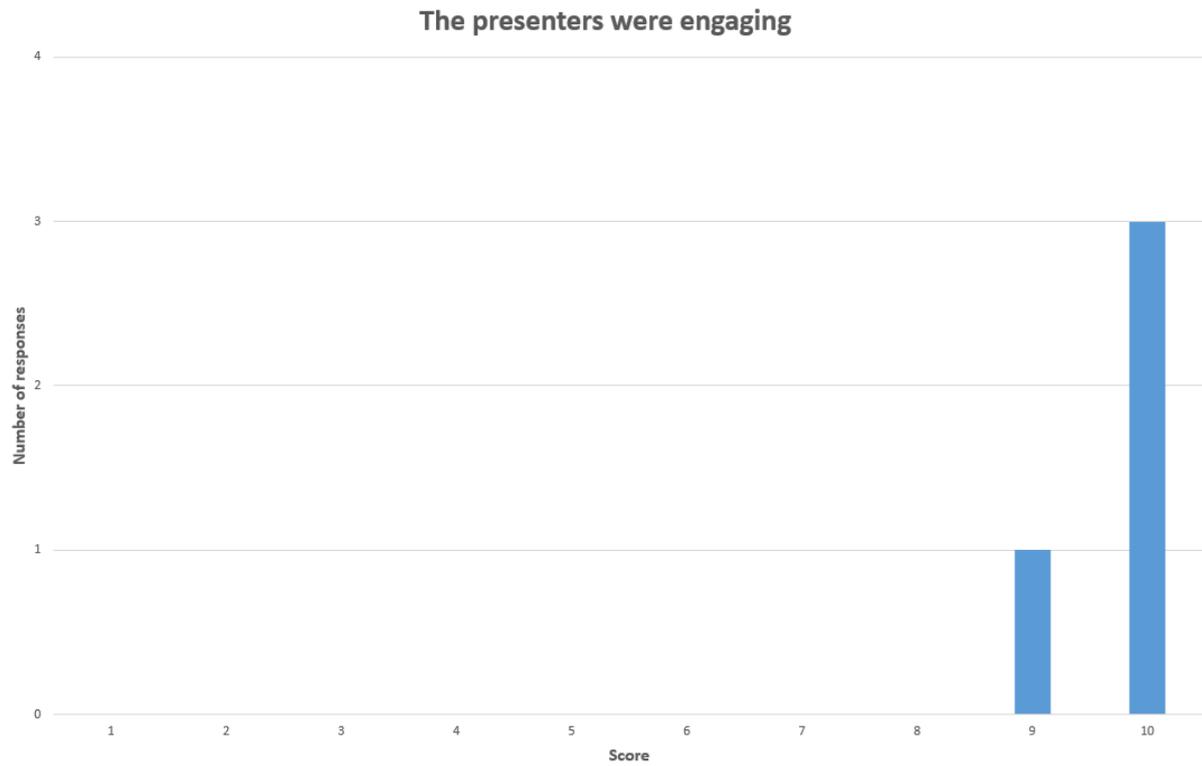
FEEDBACK ON TRAINING & DEVELOPMENT

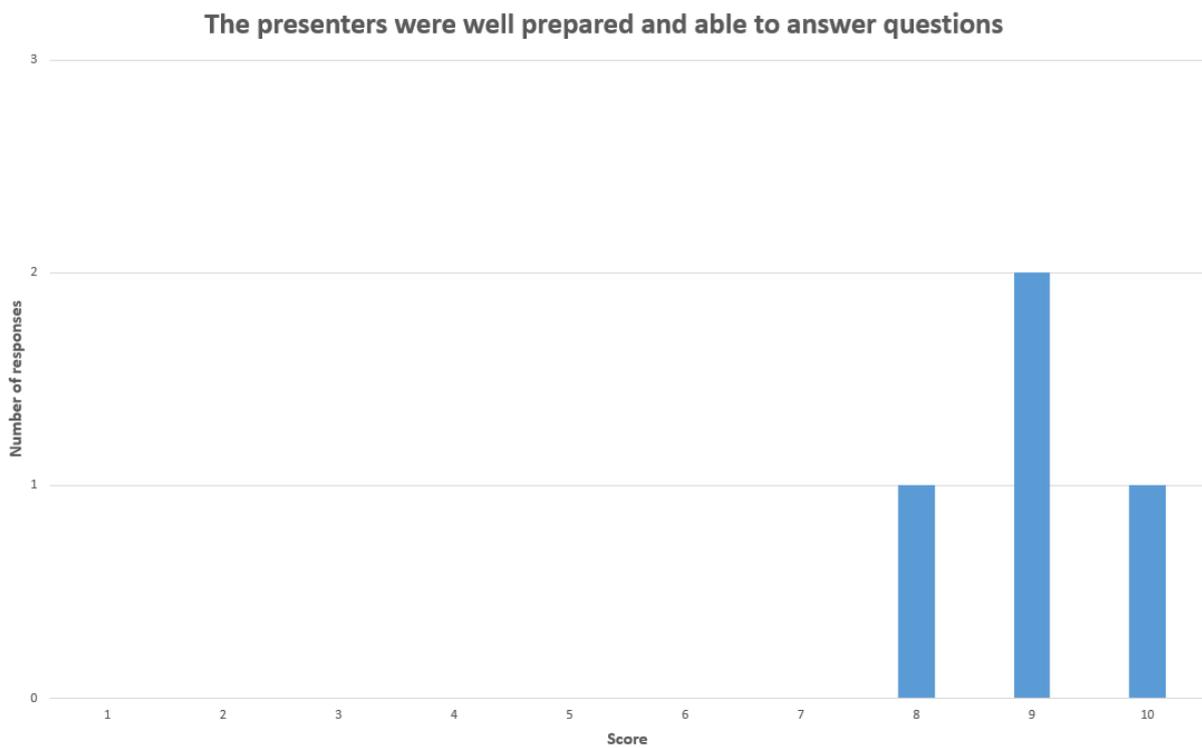
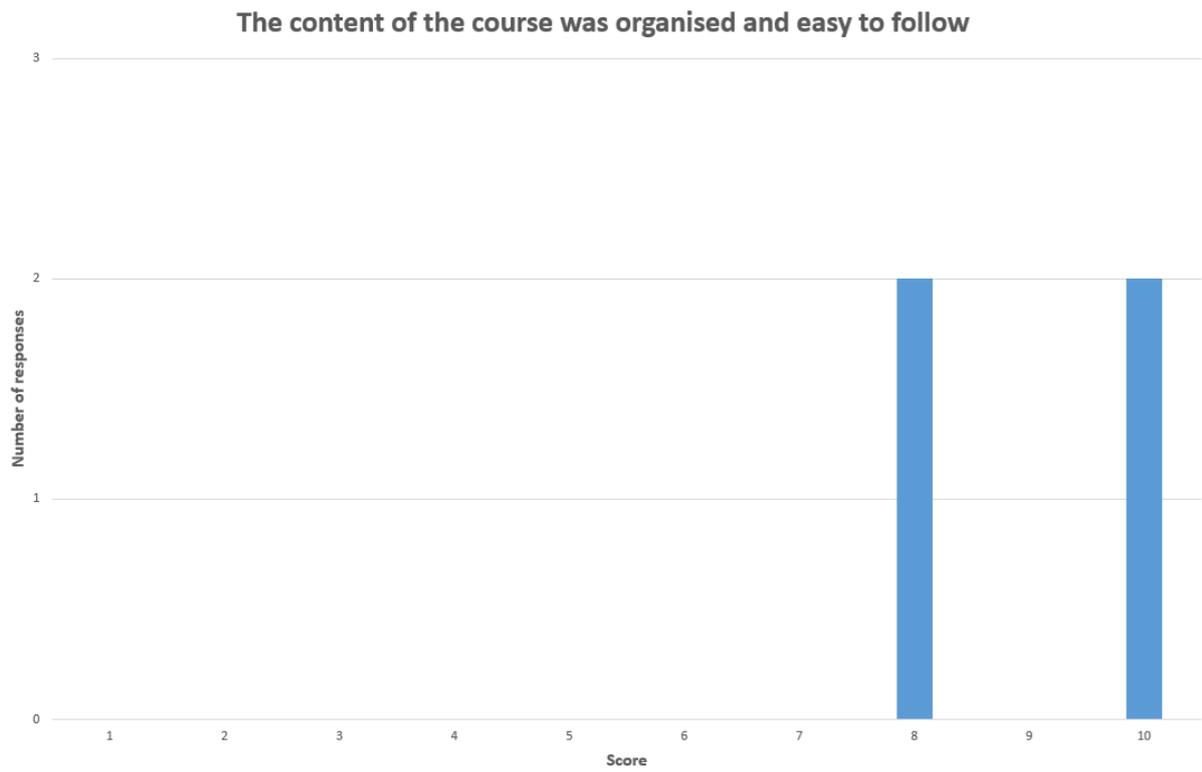
Attended: 4 Returned Feedback forms: 4

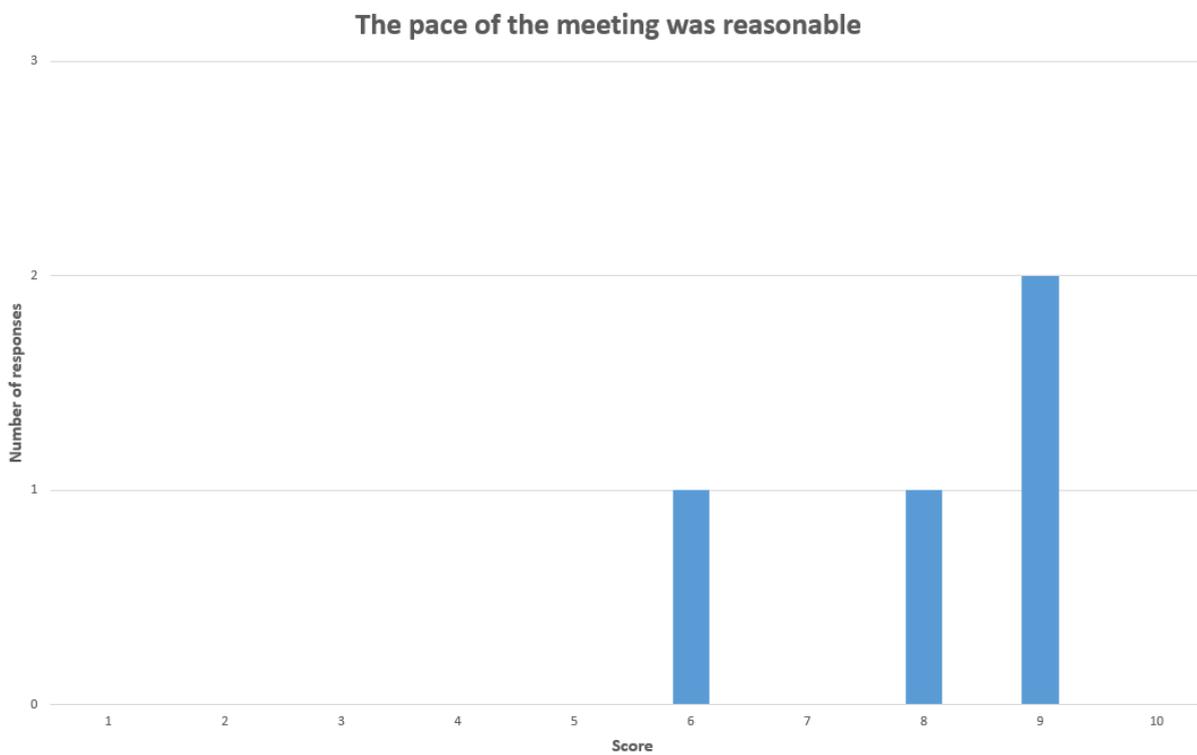
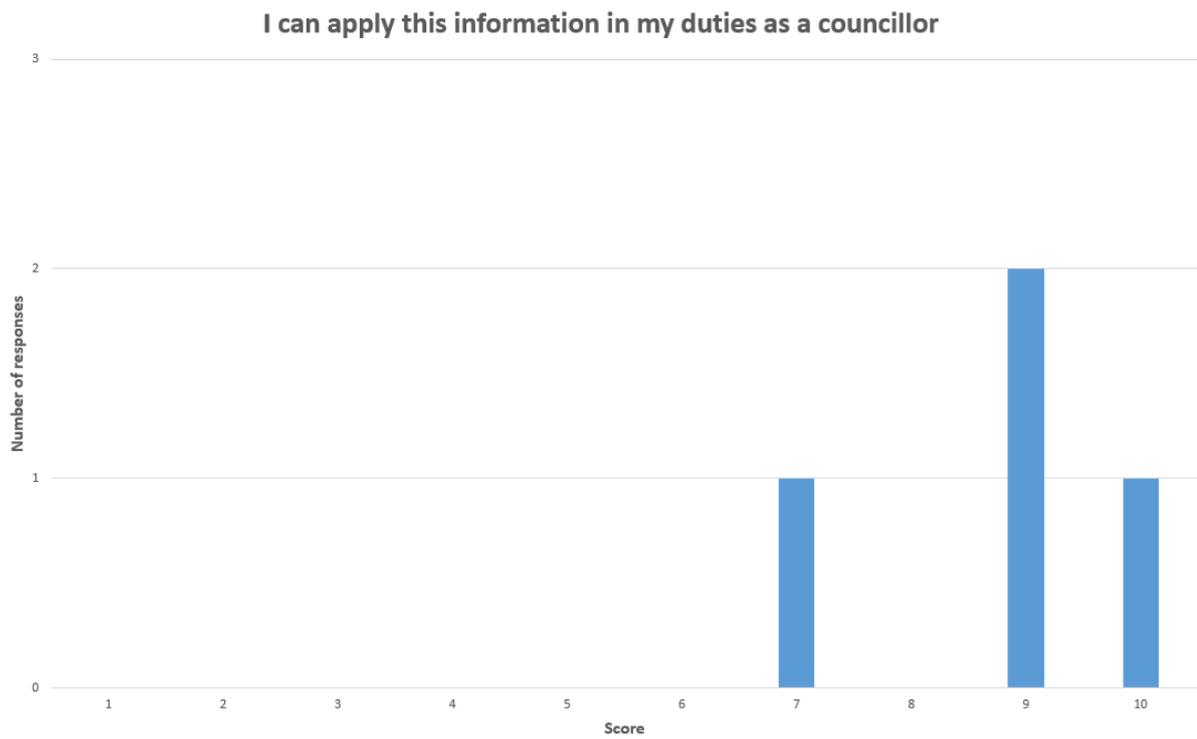
- A masterclass to develop your understanding of community leadership, engagement and your role as councillors in the 21st century.
- A consideration of the changing nature of political leadership and what that means for you in terms of understanding the 'communities', stakeholders and leadership needs within your ward and the wider Council.
- A look at effective community and stakeholder engagement.
- Help you to identify the skills you need to develop further.

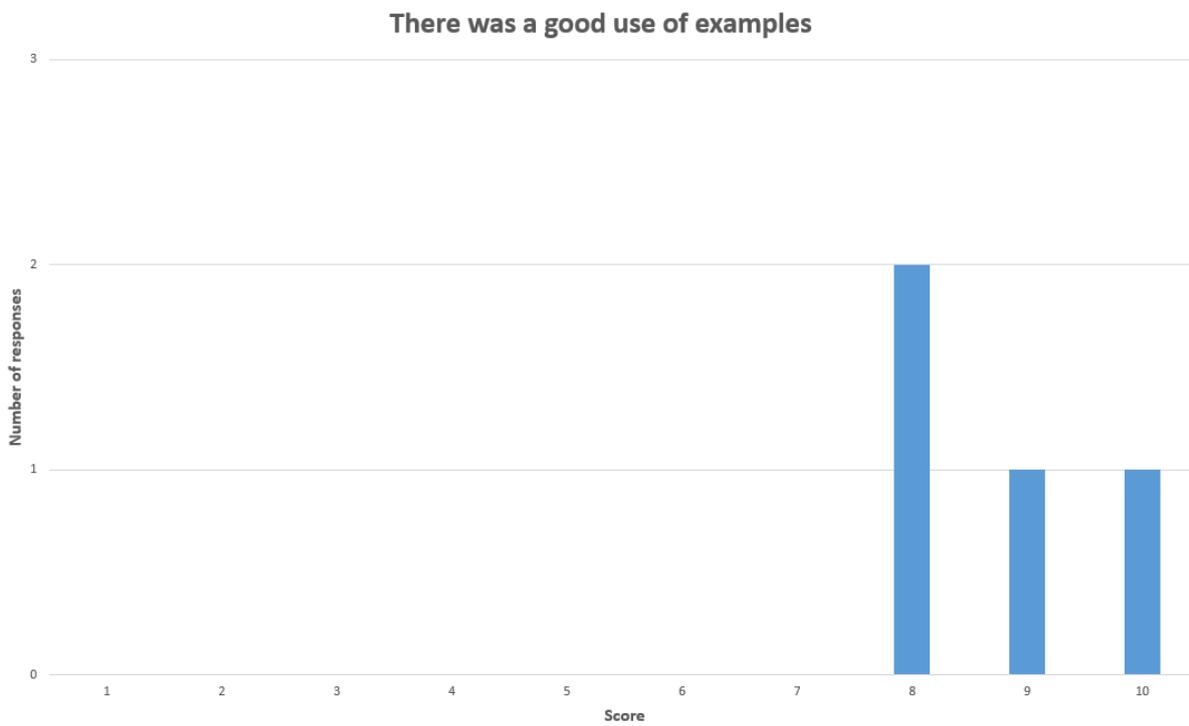
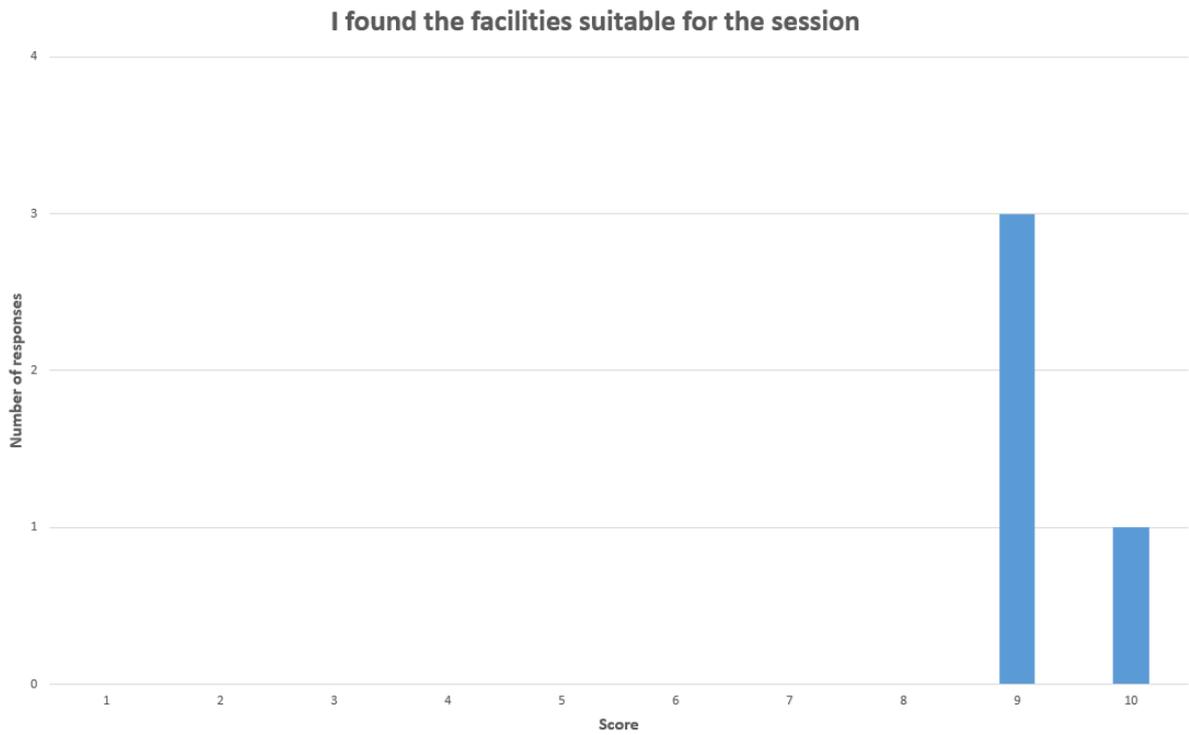
The objectives of the session were met













Comments:

- This would be good as part of the new councillor induction
- Think this should be a mandatory course for Borough Councillors.
- All the better for being a small group!



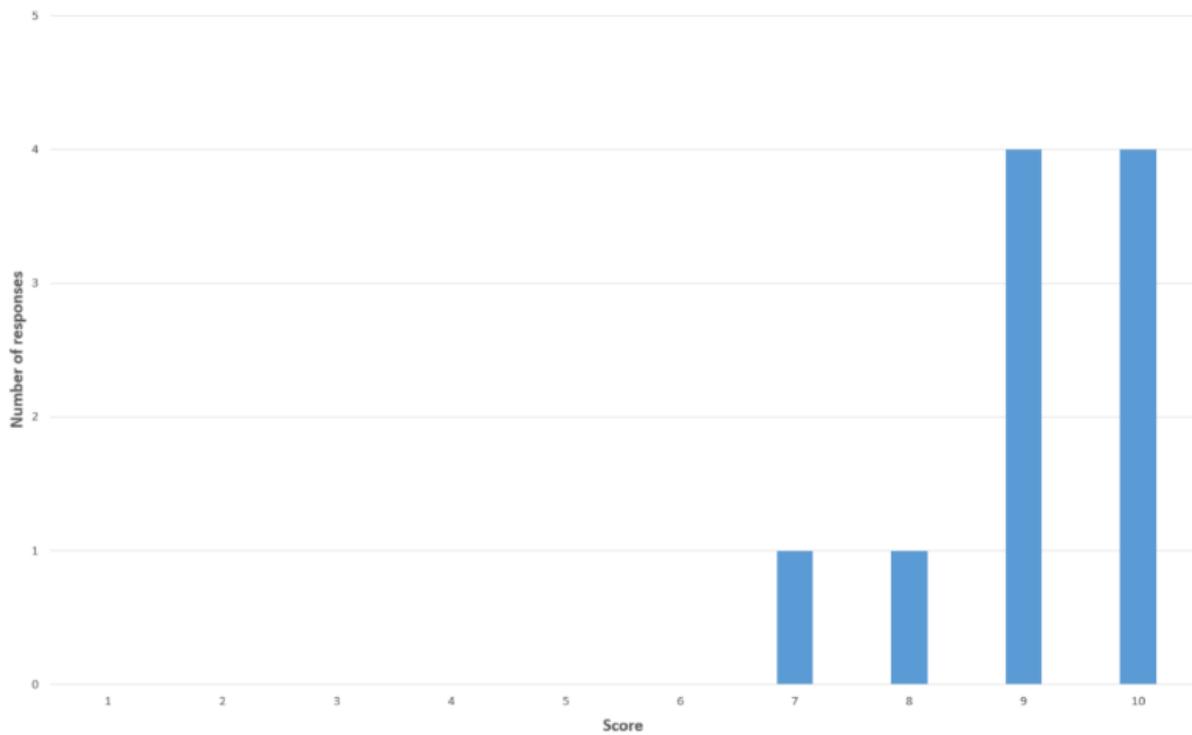
FEEDBACK ON TRAINING & DEVELOPMENT

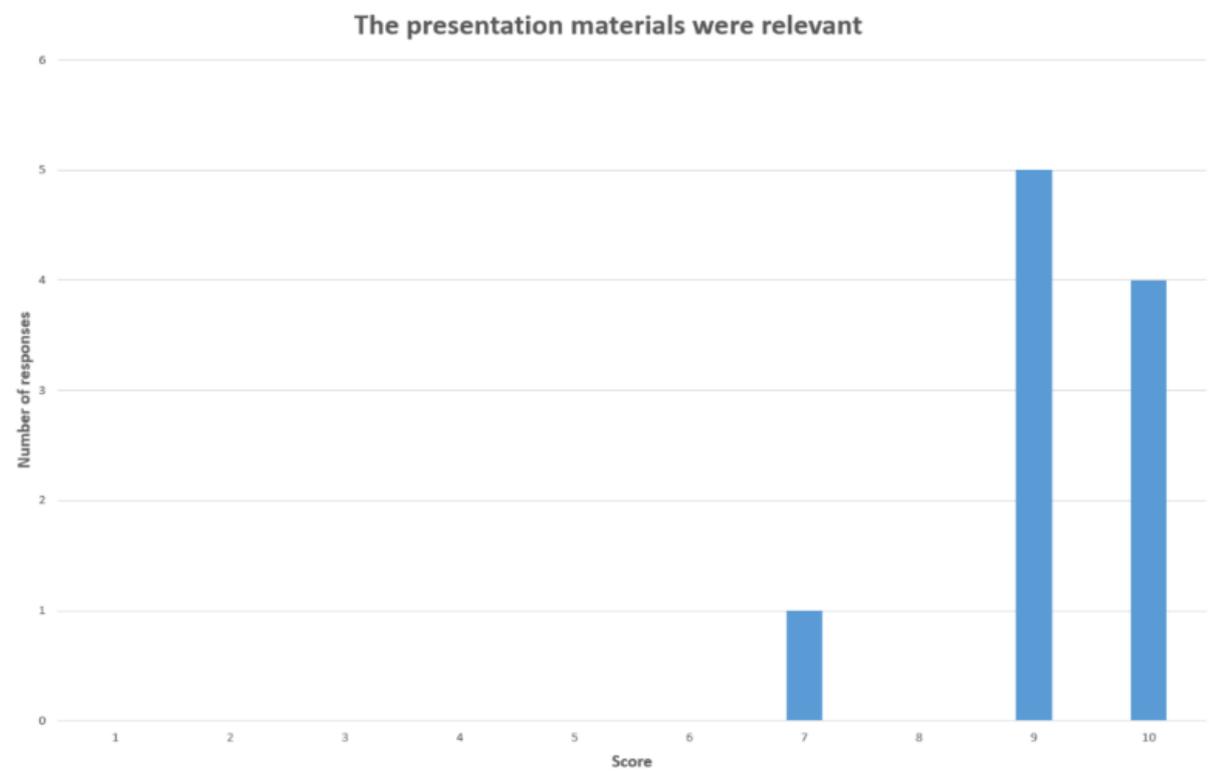
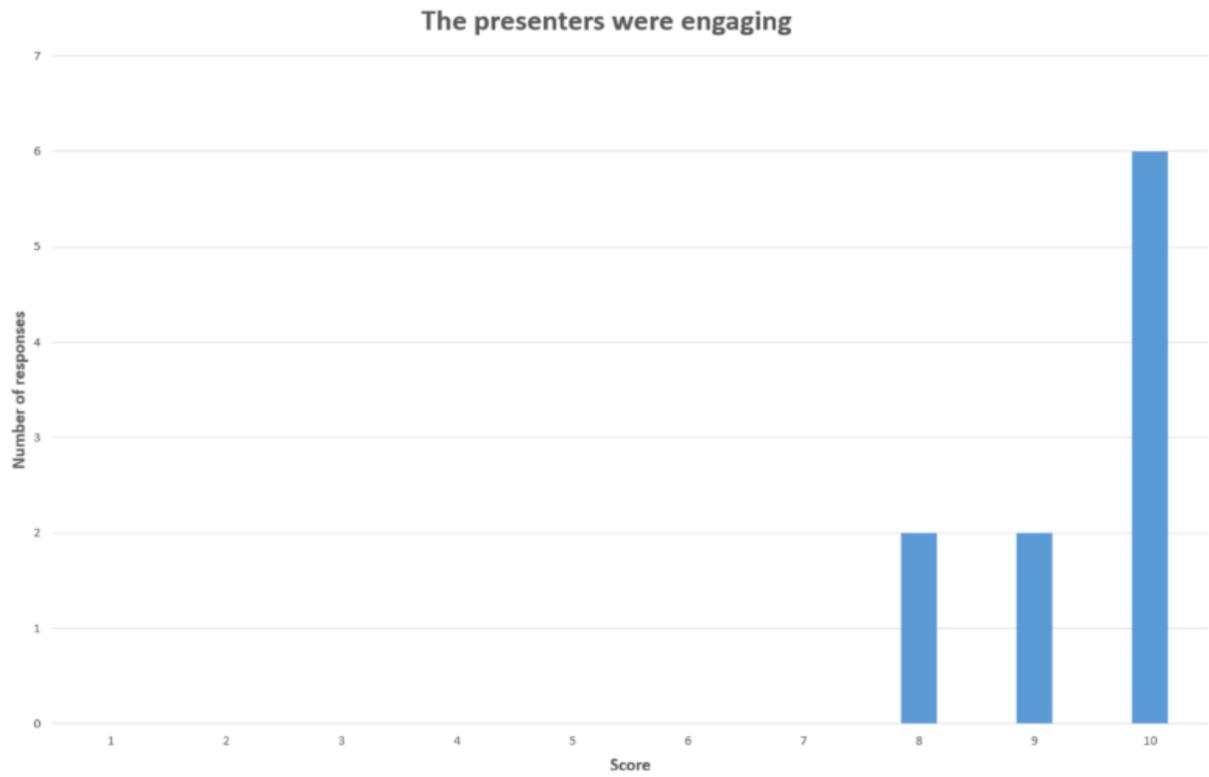
Attended: 10 Returned Feedback forms: 10

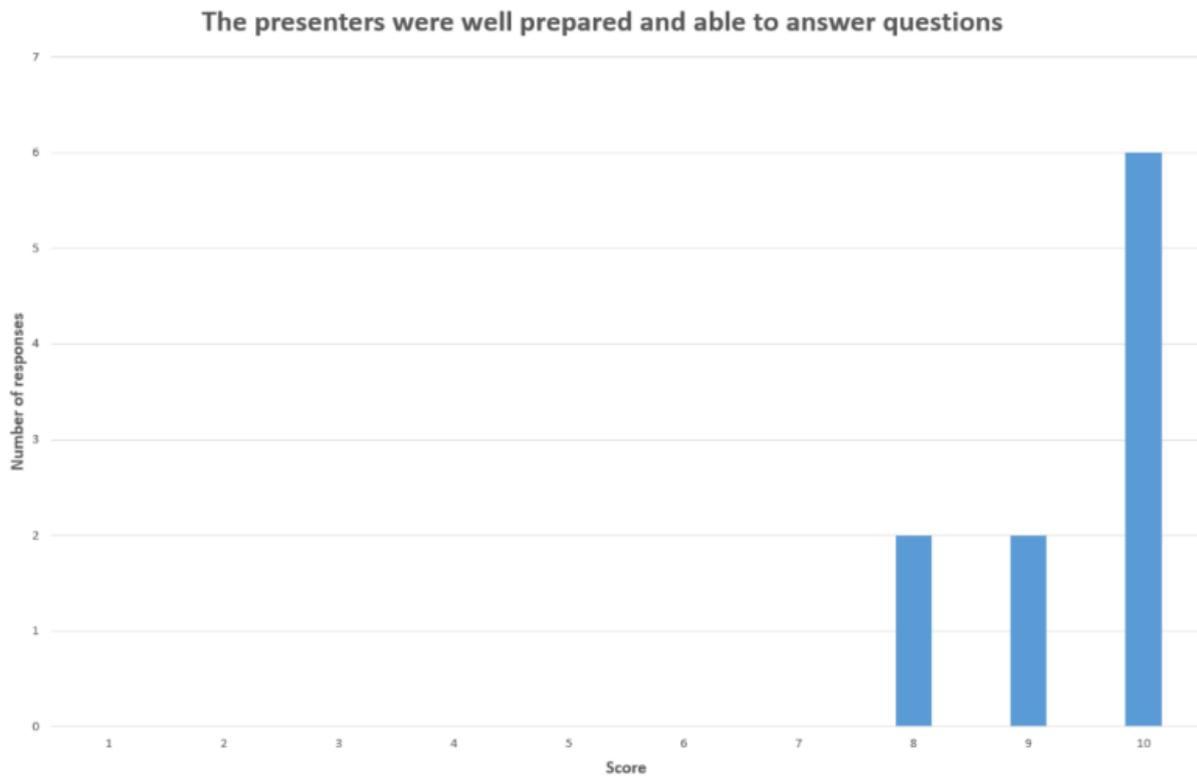
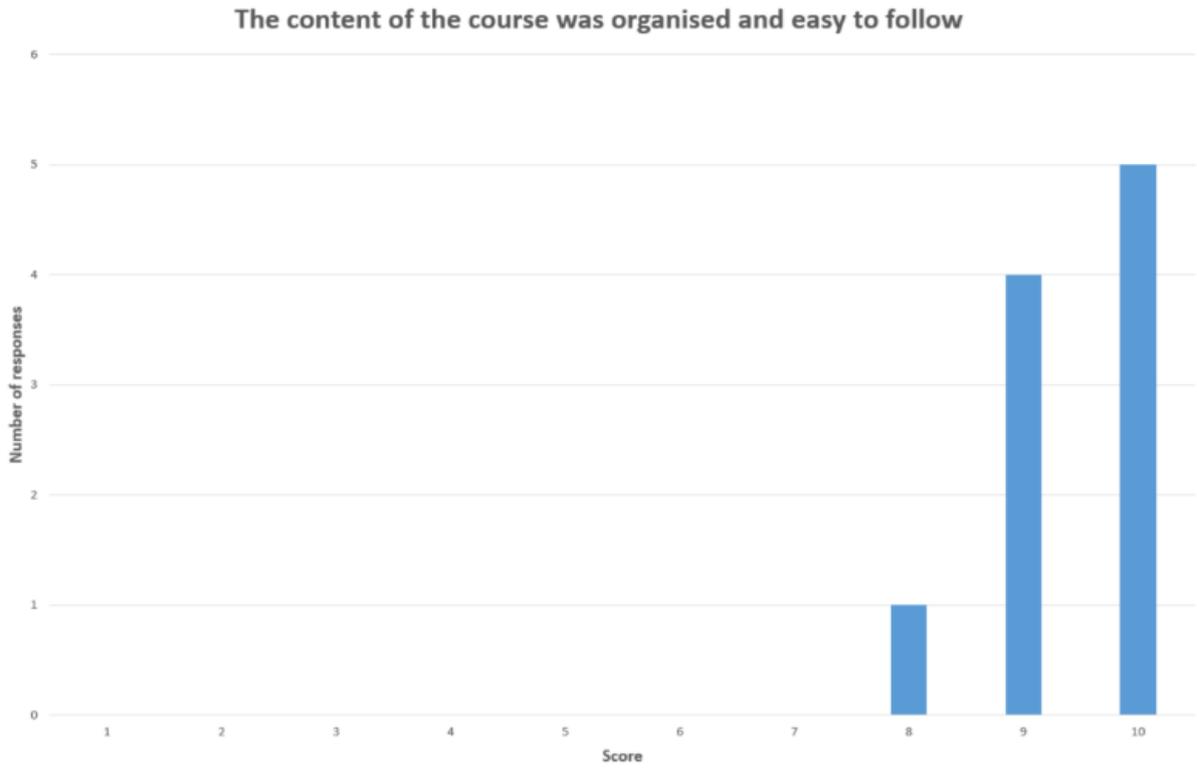
Objectives:

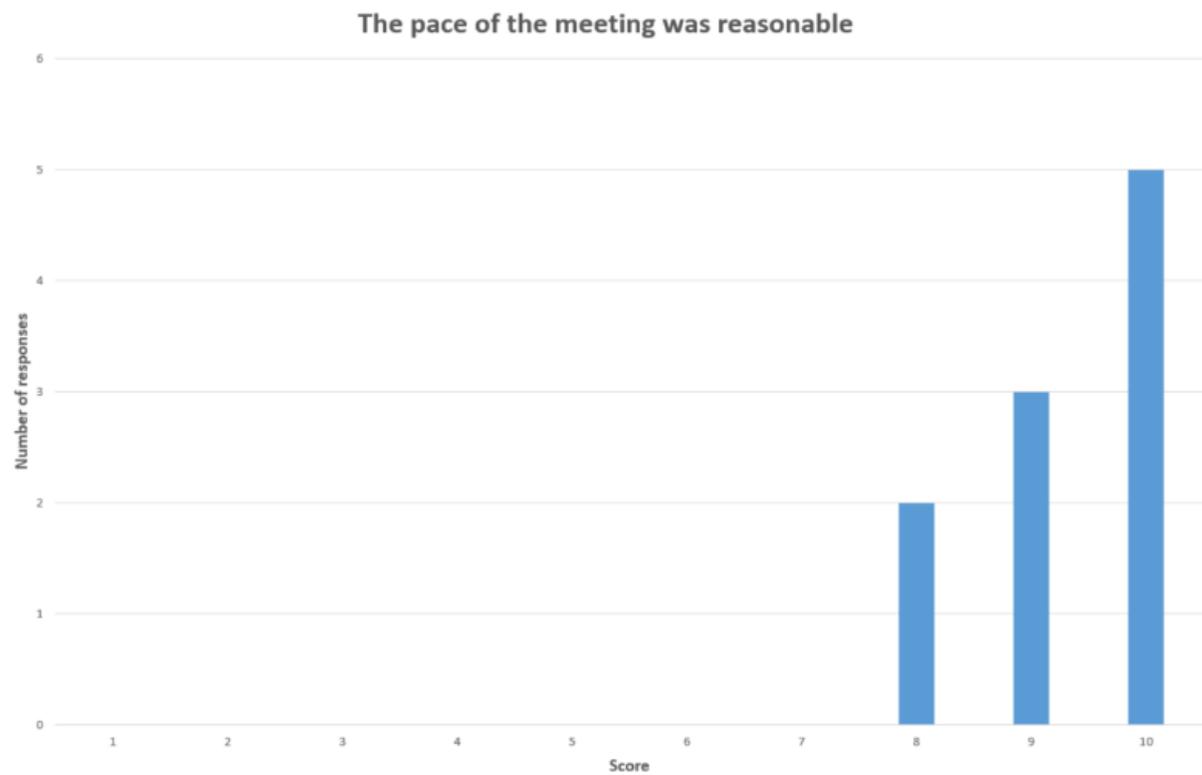
- Brief overview from Ada (Team Leader)
- Tenant Engagement overview
- Partnership working input from Osbornes
- Policies and Procedures
- Biennial Survey

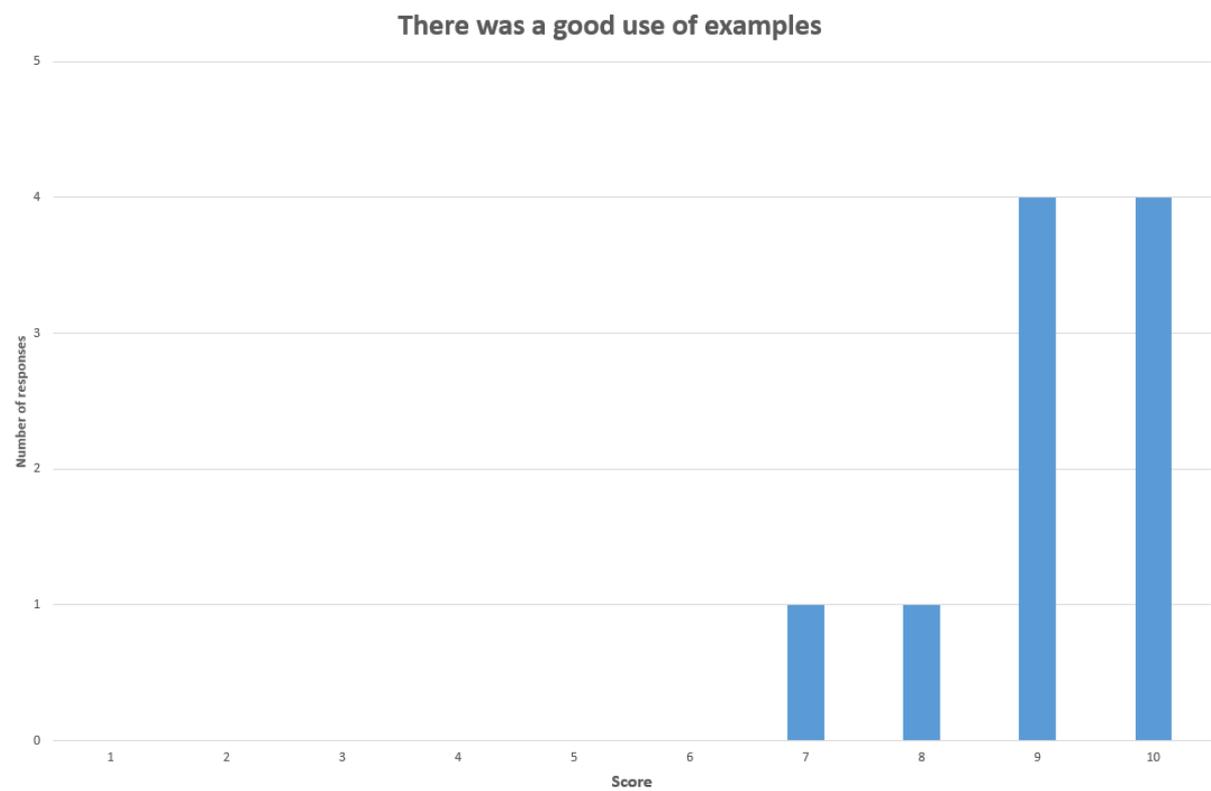
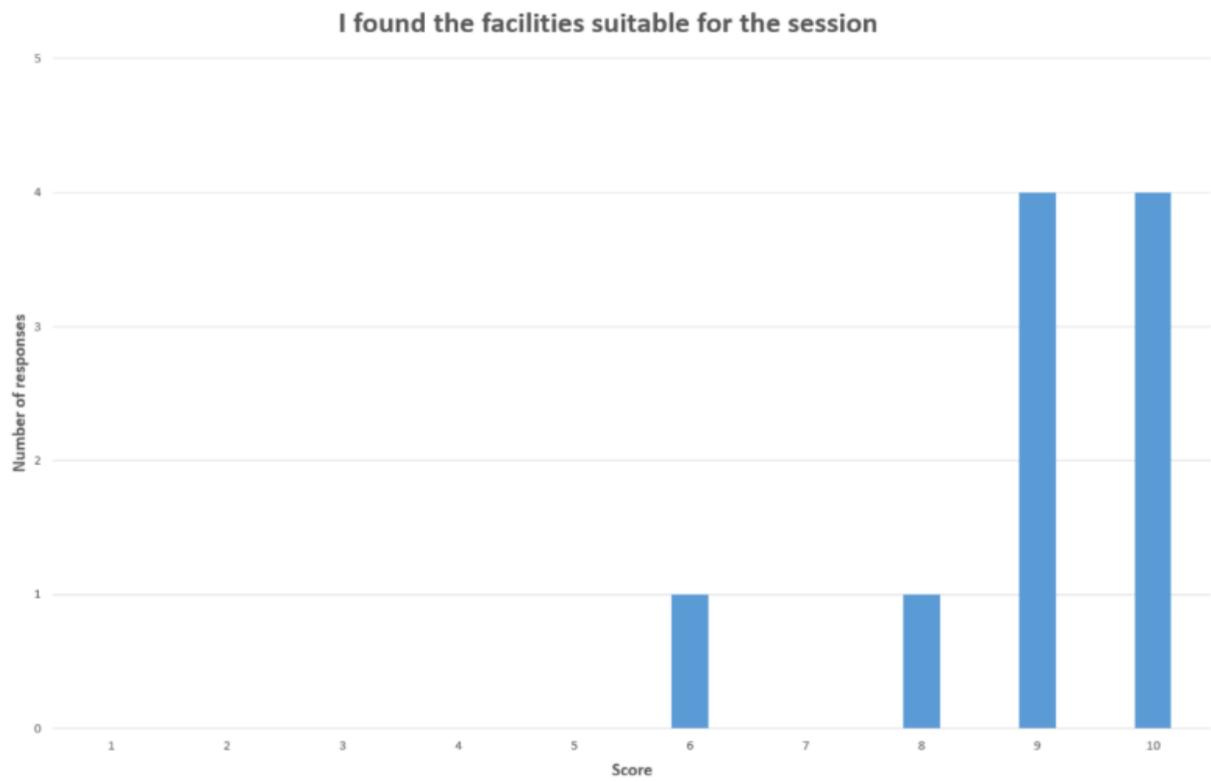
The objectives of the session were met

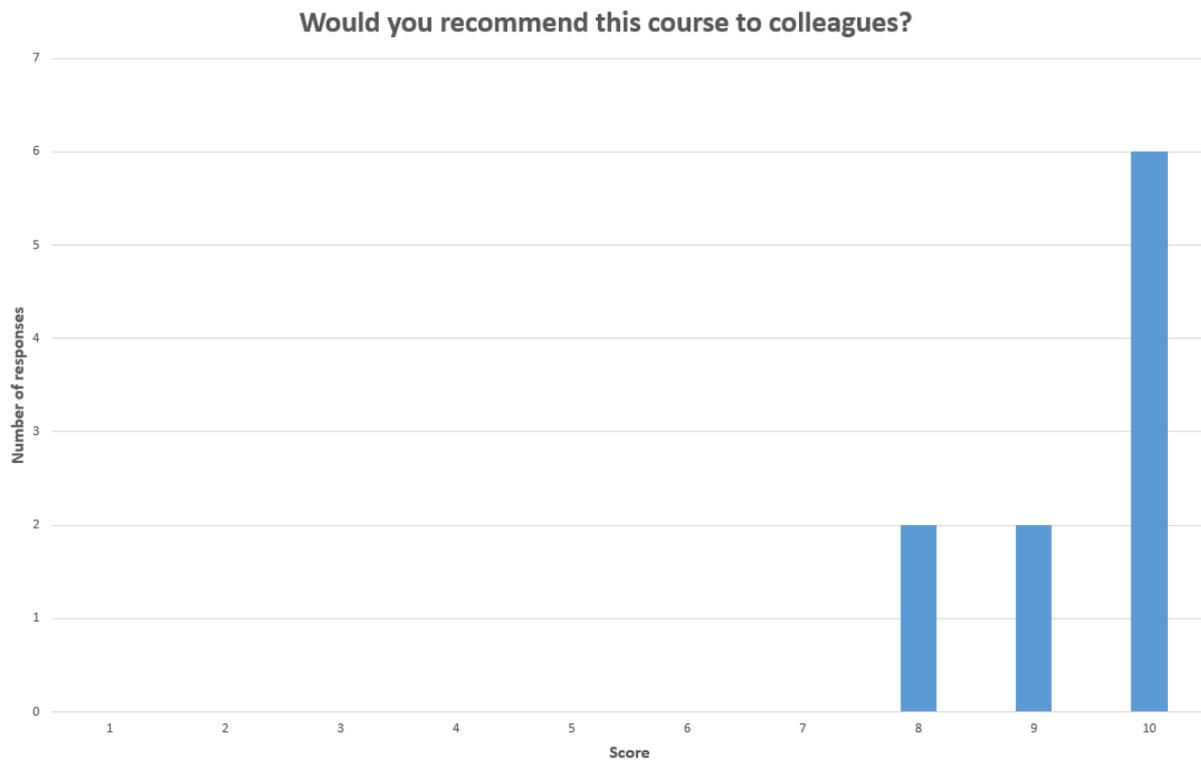












Comments:

- Excellent presentation
- Thank you!
- The best course in this series so far!
- Very engaging presentation/workshop
- Staff were enthusiastic and this helped with the evening
- I chose a particularly awkward seat for being able to see the screens
- Very informative and useful

Attendance Totals May 2019 - April 2020

Councillor	Course	Course	Course	Course	Course	Course	Course	Course	Course	Course	Course	Course	Course	Course	Course	Course	Course	Totals	
	DMC - 16 May	GDPR/FOI - 28 May 10am	Licensing Committee - 28 May	GDPR/FOI - 4 June 7pm	Chairing Skills - 20 June 7pm	Emergency Planning Awareness - 11 July 7pm	Overview and Scrutiny - 24 July 7pm	Budget Setting Process - 6 August 2pm	Budget Setting Process - 13 August 7pm	GDPR/FOI - 27 August 6:30pm	Social Media - 19 September 7pm	Planning - 3 October 7pm	Planning - 10 October 10am	Social Media - 24 October 11am	Licensing Committee Training - 8 November - all day	Community Leadership - 21 November - 7pm	Community Leadership - 20 January - 11am	Strategy, Improvement & Engagement Team Briefing - 7pm	
ADELEKE Gbola				1	1					1									3
ALLEN William			1	1					1		1				1				5
ANDERSON Alan										1									1
ARSLAN Frances				1		1					1	1							4
BANKS Julie				1					1			1						1	4
BARRETT Graham		1					1		1		1		1						5
BARRY Sammy									1	1				1					3
BASSADONE Hazel			1	1	1		1	1					1	1	1				8
BEAUCHAMP Rob	1	1							1					1		1			5
BHINDER Alex				1	1	1						1			1			1	6
BIRNIE John				1	1		1	1			1		1				1	1	8
BOWDEN John																			0
CHAPMAN Bert		1						1			1		1						4
CLAUGHTON Stephen		1	1			1	1	1				1		1			1		8
DOURIS Terry		1					1	1				1		1			1	1	6
DURRANT Nigel	1			1									1	1					4
ELLIOT Graeme										1			1						2
ENGLAND Adrian				1	1		1		1		1		1			1		1	8
FREEDMAN Rick				1	1		1		1		1	1				1			7
GRIFFITHS Margaret										1		1						1	3
GUEST Fiona	1				1		1		1	1	1	1							7
HEARN Penny			1					1		1					1				4
HOBSON Claire	1			1			1												3
HOLLINGHURST Nick									1										1
IMARNI Isy			1	1	1		1					1					1		6
JOHNSON Alan		1	1				1		1				1	1	1		1		8
LINK Brenda			1						1	1			1	1					5
MADDERN Jan				1									1	1					3
MAHMOOD Sobaan						1	1												2
MAHMOOD Suqlain					1		1	1	1	1		1				1			7
McDOWELL Phil	1			1					1										3
OGUCHI Pearl	1			1		1													3
PETER Colin			1					1			1	1							4
PRINGLE Lara			1	1		1	1				1		1		1				7
RANSLEY Roxanne				1		1	1		1			1		1					6
RIDDICK Stewart				1		1	1	1			1								5
ROGERS Mark		1	1					1					1	1		1			6

SILWAL Goverdhan				1	1	1	1				1	1				1		1	8
SINHA Babita		1						1											2
STEVENS Garrick	1	1				1	1	1			1					1		1	8
SUTTON Graham		1							1				1	1					4
SUTTON Rosie		1	1		1	1	1	1					1	1					8
SYMINGTON Sally	1	1					1	1					1	1					6
TAYLOR Nigel	1			1		1	1		1		1	1				1			8
TIMMIS Jane				1	1		1		1	1	1								6
TINDALL Ron	1	1				1	1	1					1	1				1	8
TOWNSEND Christopher				1															1
UTTLEY Liz	1			1			1						1			1			5
WILLIAMS Andrew				1					1			1						1	4
WOOLNER Nicky	1	1				1	1	1						1					6
WYATT-LOWE Colette	1			1	1		1							1					5
Town/Parish Councillors				1	1					5				5		1			
TOTALS	13	14	11	24	14	16	24	17	18	10	20	16	17	22	6	10	4	10	

Member Development Steering Group Work Programme 2020/21

Meeting Date	Item
Tuesday 29 September 2020	<ol style="list-style-type: none">1. Member Development Programme2. Quarterly Budget Update3. Evaluation feedback from previous development sessions4. Attendance record5. MDSG work programme
Wednesday 2 December 2020	<ol style="list-style-type: none">1. Member Development Programme2. Quarterly Budget Update3. Evaluation feedback from previous development sessions4. Attendance record5. MDSG work programme
Wednesday 24 March 2021	<ol style="list-style-type: none">1. Member Development Programme2. Quarterly Budget Update3. Evaluation feedback from previous development sessions4. Attendance record5. MDSG work programme