

Workforce Development Initiatives and Awards for Local Government

Contents

1	Introduction
2 – 3	Skills Pledge
4 – 5	Train to Gain
6 – 8	Get On Local Government Award
9 – 10	Move On
11 – 13	Investors in People
14 – 16	Customer Service Excellence
17 – 18	Equality Standard
19 – 20	Member Charter



INTRODUCTION

In the following pages we aim to briefly explain the main workforce development initiatives and awards available in Local Government.

Each section provides information about the benefits of the initiative, costs (if any); support available to you and contacts for further information, together with case studies from successful councils.

If you need further help or clarification, please contact me.

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SKILLS PLEDGE

<p>What is the Skills Pledge?</p>	<p>The Skills Pledge is a voluntary public commitment by the leadership of your local authority to support all your employees to develop their basic skills, including literacy and numeracy, and work towards qualifications to at least Level 2.</p> <p>The purpose is to ensure that you and your colleagues are skilled, competent and able to make a full contribution to the success of your local authority and to take your organisation forward, as well as giving you the employability skills for progression.</p>
<p>How will it benefit my local authority?</p>	<p>Along with all the benefits of workforce development and upskilling of staff, the Skills Pledge offers employers to demonstrate publicly to staff (as well as the public and external agencies) that they understand the importance of having a fully qualified workforce with equal access to learning and development opportunities.</p>
<p>How do I achieve the Skills Pledge?</p>	<p>Signing the Pledge is simple; there are five stages:</p> <p><u>Stage 1: Statement of Intent</u> The Leader and Chief Executive of your local authority will provide a formal statement to their employees, stating they intend to make the Skills Pledge.</p> <p><u>Stage 2: Diagnostic / Analysis</u> Your local authority will assess the current skills of their employees, the skills required for the future, training priorities, and whether the organisation wishes to commit to the core Skills Pledge or extend it to meet the wider business needs. A skills broker can help at this stage if necessary.</p> <p><u>Stage 3: Action Plan</u> Your authority will develop an action plan stating how you intend to deliver the Skills Pledge. This will set out the priority skills and qualifications, numbers of staff to be involved, timescales and broad schedule of activity, and how progress will be monitored and reported. A skills broker can help identify which staff are eligible for public funding, which qualifications will add most value, and which training provider can best meet the needs of your organisation.</p> <p><u>Stage 4: Skills Pledge Commitment</u> After the action plan has been completed, the Leader and Chief Executive will formally make the Skills Pledge by signing the Pledge certificate.</p> <p><u>Stage 5: Fulfilment</u> The implementation of the action plan will have been completed and your local authority will review future priorities for training.</p>
<p>What will the costs be to my local authority?</p>	<p>Support is available to all local authorities wishing to sign up to the Pledge. The Learning and Skills Council's free Train to Gain service will help you through each stage.</p>
<p>Does it have to be completed within a certain time scale?</p>	<p>There is no deadline by which you must fulfil their Skills Pledge; it is up to you. The time needed will vary depending on how many employees need to be supported and how much further beyond the core commitment you want to go.</p>
<p>Will my local authority receive a certificate?</p>	<p>Yes. Upon commitment to the Pledge (stage 1), your authority will receive a certificate. Another certificate will be presented upon completion of the action plan, highlighting your authority's commitment to the Pledge.</p>
<p>Who do I need to contact for more information?</p>	<p>To sign up to the skills pledge, please contact Amanda Hall on 07717 200495 or email a.hall@tqbroker.com</p> <p>For more information on the skills pledge, please visit www.traintogain.gov.uk/skillspledge</p>
<p>Does it link to any other awards or initiatives?</p>	<p>The Skills Pledge can act as an overarching commitment, encompassing many of the initiatives and awards contained in this document. By achieving one of the awards or standards or using one of the approaches outlined, you are on your first steps towards fulfilling the Skills Pledge commitment.</p> <p>The Train to Gain service will support you once you have signed the Skills Pledge. Train to Gain brokers will help you find the right training, the right training providers and find available funding. Alternatively, you can go alone; there is no requirement to use the Train to Gain brokers. (Visit www.traintogain.gov.uk for more information).</p> <p>Skills for Life form a core part of the Skills Pledge commitment. The Move On approach</p>

	<p>will help you develop a whole organisational approach to ensure your employees have Level 1 and Level 2 qualifications. In addition, Move On Up will work with those at Entry Level 3. In adopting the Move On approach, you are developing a framework to help achieve the GO Local Government Award.</p> <p>The three key principles of Investors in People: Plan, Do, Review, provide the foundation to delivering the Skills Pledge. If you are an Investor in People, you will be fulfilling many of the Skills Pledge commitments.</p> <p>Customer Service Excellence requires you to provide efficient and effective services. In signing the Skills Pledge and developing your staff to ensure they have the right skills to carry out their job, you are making certain they do their job effectively. This will help you meet some of the criteria of Customer Service Excellence.</p>
<p>Skills Pledge Case Study</p>	<p>In becoming one of the first local authorities in the UK to sign up to the Skills Pledge, Thurrock Council was committing to raise demonstrably its employees' skills and competencies and thus improve the performance of the whole organisation. Train to Gain's role was to respond to the council's learning and development strategy and ensure the Skills Pledge provided the appropriate platform to move forward. The strategy is to ensure Council employees across all departments have access to Skills for Life training and can achieve nationally-recognised, work-based learning qualifications.</p> <p>It was also planned to extend these options to staff employed by Vertex, a Strategic Service Partner, which has a long-term contract with Thurrock Council in 10 key service areas.</p> <p>Following a meeting with Thurrock Council's Business Development Manager Dave Carey and Developing Together Manager, Gill Wilcox, Train to Gain Skills Broker Vicky Hitcham helped devise a strategy to deliver Skills for Life training and access to work-based learning qualifications based on the Skills Pledge commitment. She also produced recommendations on suitable training providers to spearhead the programme. With a view to all council employees, where appropriate, achieving at least NVQ2 level qualifications, a pilot scheme (Phase 1) was launched in three departments – Street Services, Development Control and Business Services. The Skills For Life training is being provided by Thurrock Adult Community College while NVQs in customer service and business administration is being delivered by LifeSkills Solutions.</p> <p>Phase 1 is ongoing with an open day event held on March 17 where staff from Street Services learnt more about the Skills For Life literacy and numeracy programme. Under the Train to Gain programme there are 24 members from the Development Control or Business Services teams studying for either customer service or business administration qualifications.</p> <p>With the early indications of success in Phase 1, plans for a Phase 2 are being drawn up. For later implementation, this will provide more Street Services staff with the opportunity of an NVQ2 qualification and will also involve employees across all council departments.</p> <p>In line with the Skills Pledge it is envisaged a rolling programme of training will ultimately involve the whole council workforce achieving NVQ levels of 3 and 4.</p> <p>"We are in the early stages at the moment but by signing up to the Skills' Pledge the council is showing its commitment to the future. There is a tremendous will to carry this through to as many members of staff as possible and thereby taking the service we give the many residents of Thurrock to the next level. NVQs are very valuable to the individual and this has been recognised by one of our Corporate Directors who has signed to take an NVQ. He believes in leading by example and is focused on achieving the qualification." – Dave Carey, Business Development Manager, Thurrock Council</p> <p>"Getting the scheme in place at Thurrock Council has been a smooth operation because the council is very committed. It sees Train to Gain as the way of advancing its Skills Pledge. The council is looking to the future because it sees the tremendous potential it has within its staff." – Vicky Hitcham, Skills Broker, Train to Gain</p>

TRAIN TO GAIN

<p>What is Train to Gain?</p>	<p>Train to Gain is a service run by the Learning and Skills Council. It aims to ensure businesses, organisations, and now the public sector, have the staff with the right skills to do the best job.</p> <p>Train to Gain marks a cultural shift in how skills training will be delivered, and will ensure that the delivery of training is much more responsive to the needs of each customer.</p> <p>There are five steps to great training:</p> <p><u>Step 1: Identify the skills needs of your organisation</u> Identifying the needs of your organisation will be based on a clear understanding of your organisational goals. Your Train to Gain skills broker will work with you to carry out a free review and analysis to assess what skills your local authority has right now and what it might need in the future.</p> <p><u>Step 2: Pinpoint the right training</u> Your skills broker will make training recommendations based on the analysis carried out in Step 1. The recommendation will help you:</p> <ul style="list-style-type: none"> ▪ Pinpoint the type of training that best suits your needs ▪ Select the most appropriate training providers (all Train to Gain providers meet national quality standards) ▪ Choose how and when training is delivered ▪ Determine which qualification your employees will benefit from most <p><u>Step 3: Agree a tailored training package</u> Your skills broker will work with you and your chosen training provider to agree a training package.</p> <p><u>Step 4: Find available funding</u> Your skills broker will support you by explaining all funding options available to you.</p> <p><u>Step 5: Review the progress you are making</u> Your skills broker will provide continual support and will work with you to review how your training is progressing</p>
<p>How will it benefit my local authority?</p>	<p>In addition to all the benefits workforce development brings, Train to Gain skills brokers will ensure that both the training and skills advice are impartial and flexible and are offered at a time and place to suit the needs of your local authority.</p>
<p>What will the costs be to my local authority?</p>	<p>There will be no cost to your local authority; the Train to Gain service is free, provided by the Learning and Skills Council.</p>
<p>Does it have to be completed within a certain time scale?</p>	<p>No, the provision provided by Train to Gain will vary depending on how many employees need to be supported.</p>
<p>Who do I need to contact for more information?</p>	<p>For more information on the Train to Gain service provided to local authorities, please contact Amanda Hall on 07717 200495 or email a.hall@tgbroker.com</p> <p>For more information on Train to Gain, please visit www.traintogain.gov.uk</p>
<p>Does it link to any other awards or initiatives?</p>	<p>Train to Gain Skills Brokers will support you once you have signed the Skills Pledge. They will take you through each stage to ensure your employees get the most out of your commitment.</p> <p>By working with Train to Gain brokers, and identifying your organisational needs to meet your objectives, you will become an efficient and effective local authority which delivers the requirements of many aspects of the Customer Service Excellence criteria.</p>
<p>Train to Gain Case Study</p>	<p>Luton Borough Council is amongst the first in the public sector to recognise and introduce the benefits of Train to Gain and incorporate it into their own extensive and ongoing training policy.</p> <p>An anticipated 1,100 employees from across the Council's five departments are expected to take up the opportunity to work towards their first full Level 2 NVQ qualification. Some of these are customer-facing, front-line staff who will be developing their career prospects for the first time since they left full-time education – exactly the kind of people Train to Gain was designed to help.</p>

	<p>Chris Goulding, Head of HR, spoke enthusiastically of the initiative, “this enables us to work with the Learning and Skills Council, who provided the funding, the East of England Brokerage Consortium and several of the region’s best training providers to raise standards of service and value for local council tax payers. And, as part of the East of England’s economic development, it underpins our plans for regeneration of parts of the borough which are amongst the most deprived wards in the region.”</p>
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GET ON LOCAL GOVERNMENT AWARD

<p>What is the GO Local Government Award?</p>	<p>Get On Local Government is the national campaign to address Skills for Life issues in the local government workforce. The campaign is managed by the Improvement and Development Agency (IDeA) and aims to encourage local authority employers to take a more proactive, sustained and strategic approach to workforce Skills for Life.</p>
<p>How will it benefit my local authority?</p>	<p>Skills for Life means the ability to read, write and speak English and use maths at a level which allows you to “function”, progress at work and fit into society. Skills for Life (or basic skills) are essential if people are to adapt to change, and are applicable in all jobs.</p> <p>A lack of or low level literacy, language and numeracy skills can prevent your employees from progressing at work, helping their children to learn or being an active member of their local community. Research has shown that when people improve their basic skills, their confidence is boosted as is their ability to deal with everyday tasks.</p> <p>For local government, failing to address the Skills for Life needs of employees can lead to failing:</p> <ul style="list-style-type: none"> ▪ to provide high levels of customer care ▪ to meet national performance standards ▪ to respond to change and the modernisation agenda <p>Supported by the Department for Innovation, Universities and Skills, the IDeA’s GO Local Government Award provides an implementation plan for the national local government Skills for Life Strategy. It is a methodology that enables local authorities to address Skills for Life as part of a whole organisation approach, embedded within its corporate structures. It adds value to the authority by supporting Investors in People and Comprehensive Performance Assessment, whilst integrating Skills for Life within a workforce development skills pathway and engaging unions and key partners in the process.</p> <p>In achieving the GO Local Government Award you will be able to display your award within your authority and be able to use the award logo on your notepaper, in adverts and on other material.</p>
<p>How do I achieve the Get On Local Government Award?</p>	<p>To enable you to achieve the GO Local Government Award, the process has been broken down into four stages:</p> <p><u>Stage 1</u> Your local authority will notify the IDeA that you have commenced, or are intending to commence working actively in the Skills for Life arena with your local authority. An officer will be nominated within your authority to take responsibility for representing you in all aspects of the planning and delivery and for bringing on board relevant partners.</p> <p><u>Stage 2</u> You will publicly sign up to working towards the GO Local Government Award, with your Chief Executive and Leader signing this commitment on behalf of your local authority. You will work cooperatively with all unions in the development of action plans, in identifying employees with Skills for Life needs and in the provision of learning opportunities. In return, you will receive a certificate signed by the IDeA to record your commitment to Skills for Life in your workforce. This certificate should be displayed so that all employees and members of the public visiting your authority can see the commitment you have made. An officer from the IDeA will work with you to identify issues, support developments at both strategic and operational level to assist you in addressing Skills for Life needs in your authority.</p> <p><u>Stage 3</u> You will produce an action plan and submit it to the IDeA for approval within nine months of signing your commitment document. Once the action plan is approved you will begin implementation. To achieve the full Local Government GO Award, the following criteria must be met in full:</p> <ul style="list-style-type: none"> ▪ Your authority must adopt a whole organisation approach ▪ Your authority must work towards the development of a strategy for the authority ▪ Appropriate measures must be taken to develop staff within the organisation to

	<p>support Skills for Life</p> <ul style="list-style-type: none"> ▪ Your authority must identify appropriate staff with Skills for Life needs ▪ Your authority must offer flexibility in the delivery of the Skills for Life offer in the workplace ▪ The Skills for Life development offer must form part of wider staff development <p><u>Stage 4</u> The national panel (currently) will assess your action plan, and if ratified, your authority will receive the full award.</p> <p>The IDeA will continue to work with your authority after the Award has been gained, and will facilitate regular monitoring visits through peer assessment to ensure the standards are maintained.</p>
What will the costs be to my local authority?	The GO Local Government Award Scheme is free of charge. Support will be provided by the IDeA.
Does it have to be completed within a certain time scale?	<p>The action plan has to be completed and submitted within nine months of signing the commitment document.</p> <p>If your action plan is not initially approved, you will be given full feedback from your assessor who will also agree a timescale with you to make any changes that are required. Support will be provided to you so you are able to maintain momentum and continue to address this area of work.</p> <p>If you agree the recommendations that are made, a new commitment certificate will be issued for a further agreed period so you can develop a new action plan and start to implement it.</p> <p>If an action plan is not submitted within nine months of making your formal commitment, or if the agreement on further action to get the action plan approved cannot be reached, your membership of the GO Local Government Award Scheme ends and you will have to remove any displays and references to it.</p> <p>The Award is renewable on a two yearly cycle.</p>
Will my local authority receive a certificate?	Yes. You will already have your commitment certificate on entering stage 2 of the process. After having your action plan ratified you will be awarded a full certificate.
Who do I need to contact for more information?	<p>Sheila Caulfield, National Skills for Life Team, works on behalf of the IDeA in the East of England to establish a whole organisation approach to skills for life in local government, leading to the achievement of the GO Award. For more information, please visit www.sheilacaulfieldassociates.co.uk, email sheilacaulfieldassociates@btconnect.com or call 01227 749685.</p> <p>In addition, you can join the Skills for Life Community of Practice to share best practice with colleagues across the country, ask questions, obtain information and actively contribute to development. Visit www.idea.communities.gov.uk</p>
Does it link to any other awards or initiatives?	<p>The Move On initiative can support authorities at both operational and strategic levels around the whole Skills for Life agenda and is one of the GO Award campaign's national partners. By adopting a whole organisation approach, as endorsed through Move On, you will be on the path to achieving the GO Local Government Award.</p> <p>Skills for Life also form a key part of the Skills Pledge commitment. In developing the GO Award action plan, you will be building the fundamental framework to the Pledge commitment.</p> <p>Ensuring your employees have literacy, language and numeracy skills will enable them to participate in delivering your local authority's objectives. This, combined with your employees understanding their role in the success of the organisation and having the support and development opportunities to make a positive contribution, are at the heart of the Investors in People Standard. Working towards the GO Local Government Award will therefore assist you in fulfilling several Investors in People criteria.</p> <p>Customer Service Excellence requires you to provide efficient and effective services. Addressing Skills for Life needs through the GO Award can help your employees develop their customer care skills, thus contributing to a number of the criteria to achieve Customer Service Excellence.</p>

Get On Local Government
Case Study

Councils up-and-down the country struggle to get 'manual' workers involved with training courses that office-based staff take for granted. It is easy for refuse and street sweeping teams to feel detached from the rest of the council because they are often based away from the main civic buildings. This was the case for **Dacorum Borough Council** until managers appointed a specific personnel officer to encourage waste services staff to take up training.

Due to its remoteness, the waste services team was almost seen as a completely different operation. This led to low morale among staff and meant that they were not taking advantage of the training opportunities.

Five years ago, only a handful of staff were doing NVQs; even fewer went through the in-house induction programme because it was not tailored to their needs. As a result, surveys showed only a third of staff said they had received training that had developed their careers.

It was also clear that, with an ageing workforce, many of the staff were unlikely to be able to continue in their current jobs until retirement. They would, therefore, need to develop new skills to be redeployed elsewhere.

In 2003 a new post was created when Bill Everest was appointed Personnel Officer for waste services. Between Mr Everest and the depot management, the whole approach to training has been revamped for waste services staff. They set up a tailored induction programme with time devoted to:

- health and safety
- the operation of manual equipment
- the handing out uniforms

Staff now have access to NVQ courses at the local college and representatives from the council's in-house training service work with trade unions to deliver literacy, numeracy and computing skills development under the Skills for Life scheme.

Key outcomes:

- 100 waste services staff have been through some sort of training course
- Half the current team have an NVQ level one in refuse collection or street cleansing
- Three members of staff have gone on to complete an NVQ level three in supervision
- Six people have started a course to develop basic computer skills
- Two employees are enrolled on business courses

Mr Everest says: "staff are very positive about what they can do now. They seem to be motivated by two reasons: either they want to use it to further their careers; or they just want to develop their own skills for personal benefit. Either way, it benefits the council because you have happier, more fulfilled staff."

The most recent staff survey last year supported this. In waste services 77 per cent said they were satisfied with training opportunities – nearly treble the figure in 2001.

Although it is not possible to put the progress entirely down to improvements in training opportunities, it seems clear it has played some part.

MOVE ON

<p>What is Move On?</p>	<p>Move On is a national Skills for Life programme currently funded by the Quality Improvement Agency</p> <p>The Move On approach has three strands: <u>Promotion</u>: a positive sell, offering the opportunity to improve English and maths skills. The focus is on gaining qualifications and progressing rather than on people's problems and needs: 'would English or maths qualifications help you move on?' rather than the negative 'have you got problems with your reading, writing and maths?' <u>Engagement</u>: training and tools for referrers in the community, in education and in the workplace, who have frequent contact with potential learners. <u>Delivery</u>: a focussed, relevant learning opportunity which enables learners to:</p> <ul style="list-style-type: none"> ▪ Develop skills needed for work, for vocational training and in everyday life ▪ Prepare for and achieve national qualifications in Adult Literacy and Numeracy <p>The Move On website www.move-on.org.uk offers a rich resource for Local Authorities including:</p> <ul style="list-style-type: none"> ▪ The iRoute – developing SfL awareness across the organisation ▪ The Learner Route – online Skills check and learning opportunities ▪ Skills checklists, scratch cards and other positive promotional material ▪ Steps plan for Local Authorities ▪ Get On at Work Training materials
<p>How will it benefit my local authority?</p>	<p>Skills for Life (or basic skills) are essential if people are to adapt to change and progress at work. It will provide your employees with the necessary skills and competencies to comply with Health and Safety requirements, increase efficiency, reduce absenteeism and staff turnover, improve customer service and raise participation and achievement in other training.</p> <p>The Move On approach offers a positive, successful and practical way of implementing SfL within your authority, ensuring it is built into workforce development and training</p>
<p>What will the costs be to my local authority?</p>	<p>All Move On activity is free to your local authority.</p>
<p>Does it have to be completed within a certain time scale?</p>	<p>No, Move On advisors will work with you when you need guidance.</p>
<p>Who do I need to contact for more information?</p>	<p>Anna Poulton, Move On Adviser Eastern Region Telephone 07747 032912 or email anna.poulton@tribalgroup.co.uk</p>
<p>Does it link to any other awards or initiatives?</p>	<p>The Move On initiative can support authorities work through the stages of the GO Local Government Award and develop an action plan to achieve it, as well as fulfilling your Skills Pledge aspirations.</p> <p>Many aspects of the Move On approach can be aligned with requirements of Investors in People.</p>
<p>Move On Case Study</p>	<p>Recognising that the majority of frontline staff at Broxbourne Borough Council experienced difficulties with their literacy, language and numeracy skills, Broxbourne Services' Staff Development Officer was tasked with incorporating skills development as a core element of the department's staff development programme.</p> <p>To inform staff of this new training opportunity, and to generate interest in the programme, a presentation to all staff was received from a training provider. 12 staff expressed interest in the scheme and undertook initial assessments, resulting in the establishment of an on-site literacy class attended by six staff.</p> <p>Initial screening on new starters is now undertaken by observation in inductions. As part of the contract of employment, staff have to complete a basic skills assessment during the probationary period. This is also provided for all existing staff who are encouraged to take assessments and are signposted to appropriate training. All assessments are conducted in a supportive environment and colleagues are made aware that their job is in no way at risk if an assessment shows there is a need for basic skills training. Additionally there is periodic publicity and awareness raising amongst all staff at quarterly and other staff briefings where existing staff are encouraged to undertake initial assessments.</p>

Currently there are two weekly workplace classes that run for two hours a week. One class is a literacy class aimed at entry level learners and runs for approximately 40 weeks a year and the other class is a 12-week brush up Level 2 numeracy course which has been extended to staff from other departments across the Council. Classes are programmed to fit around shift patterns and work on a 50-50 basis whereby Broxbourne Services ask employees to match each hour of paid learning time with an hour of their own time. Training is delivered by a local learning provider with Broxbourne Services providing the training venue, refreshments, stationary and ICT facilities to aid learning.

To date, eighteen staff have participated in the programme and the following certificates have been awarded:

- One person has gained the Entry Level 3 Certificate in Adult Literacy
- One person has gained the Level 1 Certificate in Adult Literacy
- Five people gained the Level 2 Certificate in Adult Literacy
- Three people have gained the Level 2 Certificate in Numeracy

Learners evaluate the programme by completing their Individual Learning Plans each week. Reports are produced periodically to keep Members and other key personnel informed about the programme's developments and managers are also asked for feedback.

The programme is now fully embedded in the department's staff management process, and Broxbourne Services continue to maintain momentum and seek further improvements. As well as addressing the need to encourage more staff to participate in the programme, the Staff Development Officer will be working with the training provider to develop a contextualised learning programme to ensure relevancy to the organisation's objectives and will result in staff being able to relate their learning to everyday working situations, as well as meeting curriculum requirements.

Some initial work has also begun with the leisure services department to roll out Skills for Life provision across the Council. At a briefing session for team leaders in the department, a checklist of workplace skills was used to allow the team to identify the most relevant skills for their department and to begin to identify relevant documents and materials that should be included in future delivery.

INVESTORS IN PEOPLE

<p>What is Investors in People?</p>	<p>Investors in People provides straightforward, proven frameworks for delivering business improvement through people. It provides a national standard which sets out a level of good practice for the training and development of people in order to achieve business goals.</p> <p>The Investors in People “Standard” helps organisations improve performance and realise objectives through the management and development of their people. Since it was developed, the Standard has been reviewed every three years to ensure that it remains relevant, accessible and attractive to all.</p> <p>The Investors in People “Standard” is based on three key principles:</p> <ul style="list-style-type: none"> ▪ Plan – developing strategies to improve the performance of your local authority ▪ Do – taking action to improve the performance of your council ▪ Review – evaluating the impact on the performance of your council <p>The Investors in People “Profile” is an additional framework of good practice that provides a further ‘stretch’ for your organisation. It goes beyond the current scope of the Investors in People Standard into broader areas of people management and development.</p> <p>By looking at a wider range of issues and their relative level of performance, “Profile” delivers:</p> <ul style="list-style-type: none"> ▪ An objective, detailed and thorough analysis of your people management systems ▪ An accurate measure of how well they are working ▪ Fresh and challenging insights into how you can continue to develop ▪ Clear guidance on where there is room for improvement
<p>How will it benefit my local authority?</p>	<p>The practical benefits of working towards and achieving the “Standard” are many, including:</p> <ul style="list-style-type: none"> ▪ Improved employee productivity, motivation and retention ▪ Better monitoring and control of performance and costs ▪ Higher customer satisfaction and better stakeholder relationships ▪ Increased flexibility and resilience ▪ Improved bottom line organisation performance ▪ Public recognition <p>The additional benefits your organisation can gain from the “Standard” are:</p> <ul style="list-style-type: none"> ▪ The opportunity to review current policies and practices against a recognised benchmark ▪ A framework for planning future strategy and action ▪ A structured way to improve the effectiveness of training and development activities <p>“Profile” adds value in many other ways too:</p> <ul style="list-style-type: none"> ▪ It can highlight areas of excellence, or show where excellence can be developed ▪ It opens up new possibilities and challenges you to continuously improve by setting a high bar at Level 4 ▪ It looks at how deeply embedded good practice has become within your organisation, and how effectively strategy has been converted into culture and everyday practice ▪ It offers you an opportunity to benchmark your performance across the range of people management and development activities by comparing your organisation’s achievement to averages for other leading employers ▪ It helps you to focus on achieving your vision, through better planning for the future and tighter integration with you objectives
<p>How do I become an Investor in People?</p>	<p>In order to achieve the Investor in People “Standard”, you must demonstrate that you follow 10 indicators of good practice based around:</p> <ul style="list-style-type: none"> ▪ Having a business strategy ▪ Owning a learning and development strategy ▪ Possessing a people management strategy ▪ Having a learning and development strategy

	<ul style="list-style-type: none"> ▪ Management effectiveness ▪ Recognition and reward ▪ Involvement and empowerment ▪ Learning and development ▪ Performance management ▪ Continuous improvement <p>Each indicator is required to be verified by a number of pieces of evidence.</p> <p>As with the “Standard”, “Profile” is structured around 10 indicators of good practice, this time with four levels:</p> <ul style="list-style-type: none"> ▪ Level 1 represents your organisation meeting the Standard and demonstrating good practice ▪ Level 2 represents your organisation exceeding the requirements of the Standard. This is shown by their achievement of at least 50% of the level 2 and 3 statements ▪ Level 3 represents your organisation significantly exceeding the requirements of the Standard. This is shown by achieving all the level 2 and 3 statements ▪ Level 4 represents your organisation demonstrating excellent practice. This is shown by their achievement of all the level 4 requirements <p>Each indicator is evidenced by a number of evidence requirements at each level of “Profile”.</p> <p>During a “Profile” assessment the Assessor will assign the organisation one of the four levels for each indicator. This will be supplemented by an in depth report allowing the organisation to see areas for improvement and further development.</p> <p>In order to be recognised against the Investor in People “Standard” or “Profile”, you are required to undergo an assessment. More details on the assessment process can be found at www.investorsinpeople.co.uk</p>
<p>What will the costs be to my local authority?</p>	<p>If you work with an Investors in People Adviser they will make all costs clear to you at the start. The assessment process costs from £550 - £750 per day and the number of days required will depend on the size of your organisation. You’ll have a clearer picture of other potential costs once you have identified what changes, if any, your organisation needs to make.</p>
<p>Does it have to be completed within a certain time scale?</p>	<p>No, the time taken to achieve Investors in People will depend on what kind of changes you need to make and how quickly you can put them into practice. The flexible nature of the “Standard” means that it can be used by organisations of all types and sizes. It may be realistic to expect that an organisation could achieve Investor in People status within a year to 18 months.</p> <p>If the Assessor feels that there is more work to be done before you meet the Investors in People “Standard”, they will give you detailed feedback, which will help you to plan further development and decide an appropriate timescale to continue the assessment.</p>
<p>Who do I need to contact for more information?</p>	<p>For general advice or further information, please contact The Assessment Network Limited by calling 01480 479222 or visit www.tan.org.uk</p>
<p>Does it link to any other awards or initiatives?</p>	<p>Investors in People provide a solid foundation to deliver your commitment should you sign the Skills Pledge. The three key principles, Plan, Do and Review, will help deliver a number of stages in the Skills Pledge process.</p> <p>Working through the stages of Investors in People and meeting the requirements under each indicator will help ensure your employees have the literacy, language and numeracy skills they need to do their jobs effectively. Thus, linking elements of Investors to the GO Award.</p> <p>In addition, by becoming an Investor in People, you are committed to training your employees to improve customer satisfaction and enhance the efficiency of your services. Improving your services and providing better customer care could help you achieve Customer Service Excellence.</p>
<p>Investors in People Case Study</p>	<p>One of Stevenage Borough Council’s key challenges over recent years has been tackling the shortage of affordable housing. The Council established Stevenage Homes Ltd, an arms length management organisation to see an increase in the supply of social housing in the future. A third of Council employees were transferred to Stevenage Homes; this large scale redeployment of staff had great impact on many areas of the Council’s activities. The Council’s approach to people issues was</p>

therefore ready for further challenge.

Having successfully been through a number of reviews against the Standard, the Council concluded that they wanted to go further. Profile offered a way of benchmarking its approach to people issues against the best in the country.

Former Chief Executive, Ian Paske, was a strong supporter of the Standard and viewed it as a key strategy through which the Council would become known as a “good people” organisation. By opting for Profile, Ian was convinced that the Council’s efforts to become an excellent authority would be realised.

The comprehensive, business-focussed appraisal an organisation undergoes as part of a Profile assessment appealed to the Council because it was looking for something that would get beneath the surface of the organisation. At the same time, it was felt that they would derive in depth feedback into strengths and weaknesses. Such understanding was seen as fundamental to prioritising actions effectively, within tight financial constraints, and then maximising the impact of any investment. The Profile framework was also seen as a way of linking the Council’s overall HR strategy to what happens ‘on the ground’.

The Council’s Recruitment and Training Manager, Ian Cawthra, explains that “the current Investors in People Standard tells you if you have reached the level or not, it does not tell you whether you are moving forward. Over the next couple of years, Profile will enable us to judge the distance we have travelled as an organisation.”

According to the Council, the post-assessment Profile report they received exceeded expectations. The information it contained related to clear and specific actions.

Ian Cawthra believes that the assessment report made the action planning much more straightforward, “we now have a clear and actionable way forward. With Profile, the action plan almost writes itself. For example, I could identify six quick wins that would take the organisation 75 percent of the way to meeting the next Profile level. Also, as the indicators are interlinked, you could see how the actions recommended would have knock-on positive effects.”

Profile also highlighted where staff knowledge of procedures and systems was weak and needed further support.

While difficult to prove a causal link between using Profile and improvements in service delivery, the Council strongly believe that Profile has helped the organisation to successfully implement significant changes such as the launch of its new Customer Service Centre. This innovation has in turn already improved customer satisfaction and reduced operational costs by approximately £100,000 per annum.

Using Profile has really helped the Council demonstrate to local authority inspectors and others its commitments to developing the Council’s people. In particular it shows the organisation’s commitment to systematic continuous improvement against highly-regarded externally-accredited quality standard.

The Council firmly believes that Profile has already been helpful in identifying and meeting the challenge of migrating a third of employees to Stevenage Homes. While organisational change is always likely to cause concern to employees, the principles of Profile have helped demonstrate the Council’s commitment to implementing change sensitively and keeping people fully appraised of developments.

“Not only has Profile given us some important insights into how we can improve as an organisation, the assessment has been excellent value for money,” says Ian Cawthra. “I am aware of consultancies who would charge £25,000 to do the same type of assessment. Profile has now become part of our culture; I am confident that we will continue to learn from it and that ongoing assessment will be key to our future success”.

CUSTOMER SERVICE EXCELLENCE

<p>What is Customer Service Excellence?</p>	<p>The Government wants efficient, effective, excellent, equitable and empowering public services. With this in mind Customer Service Excellence has been developed to offer public services a practical tool for driving customer-focused change within their organisation.</p> <p>The foundation of this standard is to test in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude.</p> <p>Customer Service Excellence is designed to operate on three distinct levels:</p> <ol style="list-style-type: none"> 1. As a <u>driver of continuous improvement</u>: by posing a series of questions around the five criteria of the standard, Customer Service Excellence builds a picture of your authority and how customer focused it truly is. It challenges you to look afresh at your organisation from the perspective of the customer – examining what you deliver and how; 2. As a <u>skills development tool</u>: by allowing your employees and teams within your organisation to explore and acquire new skills in the area of customer focus and customer engagement; 3. As an <u>independent validation of achievement</u>: by allowing your authority to seek formal accreditation to the Customer Service Excellence standard, demonstrating your competence, identifying key areas for improvement and celebrating their success. Those organisations successfully assessed are formally certified and allowed to display the Customer Service Excellence hallmark as recognition of excellence and achievement. <p>The Customer Service Excellence self-assessment tool allows you to evaluate your organisation against the requirements of the Customer Service Excellence standard. This free, web-based tool is intended as a starting point from which to assess your capability, identify areas for improvement and, when necessary, formulate a place to move forward. The tool can help you collate your evidence as part of the process of working towards the formal assessment.</p> <p>The Customer Service Excellence website also provides an information hub. This online resource centre provides easy access to the latest thinking around customer service excellence, including concepts and case studies.</p> <p>Charter Mark, the former standard for customer service has now closed for formal assessment. As Customer Service Excellence contains new concepts which will require additional evidence, Charter Mark holders will not automatically move to Customer Service Excellence. Transitional arrangements for Charter Mark holders wishing to move to Customer Service Excellence have been agreed (please contact your certification body for more information).</p>
<p>How will it benefit my local authority?</p>	<p>Adopting Customer Service Excellence indicates your authority's commitment to providing efficient and effective service to its customers.</p> <p>It can benefit both your staff and your organisation in a number of ways:</p> <ul style="list-style-type: none"> • It provides an insight into your organisation: how customer focused are you; what are the strengths and weaknesses in your organisation in relation to customer issues? • It allows insight and improved understanding of customer issues by building skills to help you develop a truly customer focused culture in your organisation • It can improve the relationship with and satisfaction of your customers • It can build real team spirit and morale • It can develop individuals and the team and improve their skills by making available a range of material on the tools and support material to build knowledge and understanding of customer insight and customer focus issues <p>Recent reports such as Bernard Herdan's <i>The customer voice in transforming services</i> and Sir David Varmey's <i>Service transformation</i> focused on the importance of customer service standards. Customer Service Excellence was developed in line with the recommendations in the Herdan report. Customer Service Excellence can be used to ensure your authority's contact centres are formally accredited by December 2008,</p>

	as recommended by Varmey.
	<p>In order for your authority to be recognised as achieving Customer Service Excellence you must be successfully assessed against the criteria of the standard by one of the licensed Certification Bodies. The five criteria of Customer Service Excellence are:</p> <ul style="list-style-type: none"> • Customer Insight which focuses on developing an in depth understanding of your customers; • The Culture of the Organisation which centres around a customer-focused culture; • Information and Access which focuses on the supply of accurate and detailed information; • Delivery which focuses on how your authority successfully achieves its main business aims and the outcomes for the customer; • Timeliness and Quality of Service which looks in more detail at the standards you have relating to how you carry out your main business. <p>Four Certification Bodies have been licensed to provide accreditation, therefore giving you choice, flexibility and offering value for money. It might, for instance, suit you to run an informal, mini competition between any two or more of the assessment bodies. But check first with your finance officer to ensure the requirements of your procurement rules are met.</p>
What will the costs be to my local authority?	The exact cost depends very much on the individual circumstances of your organisation. To find out how much you will have to pay for your Customer Service Excellence assessment please contact the Certification Bodies.
Does it have to be completed within a certain time scale?	To be recognised as achieving Customer Service Excellence, you need to be assessed against the requirements of the standard. Assessments are carried out by licensed Certification Bodies. Once you have decided to commit to Customer Service Excellence you can embark on an assessment at any time, subject to the agreement of your preferred certification body.
Who do I need to contact for more information?	Visit www.cse.cabinetoffice.gov.uk for more information about the standard. If you want to know more about the formal assessment then details of the Certification Bodies are available here also.
Does it link to any other awards or initiatives?	<p>In signing the Skills Pledge, working with Train to Gain advisors, achieving the GO Local Government Award or becoming an Investor in People, you are ensuring your staff have the right skills to do their job. In turn, this will lead to improved customer service, thus supporting the process of achieving Customer Service Excellence.</p> <p>Customer Service Excellence has been positioned within the broader service transformation context and complements the Strong and Prosperous Communities agenda. It also links in with National Indicator 114, Comprehensive Area Assessment and the forthcoming White Paper on Community Empowerment.</p>
Why Sheffield Chose Customer Service Excellence	<p>Sheffield City Council explain why they are committed to achieving CSE and how it fits into their Real Customer Focus ambition.</p> <p>"Sheffield City Council has long aimed to be among the best performing councils, providing the best quality of services in the country. Our aspiration is to achieve excellence right across the organisation, at all levels – in our service provision, and in the way we organise ourselves to deliver. We want to provide first class services to all our customers.</p> <p>In realising this aim, we have established an overarching Outstanding Council programme, which is based on a number of programme-led organisation transformations; know as our Six Big Ambitions.</p> <p>One of these ambitions is to deliver Real Customer Focus. This means putting our customers – external and internal – at the heart of service delivery.</p> <p>Real Customer Focus builds on a number of related initiatives, including a commitment that all of our services would achieve Charter Mark accreditation by the end of 2007. Through a tremendous effort by our staff and managers, this commitment was realised.</p> <p>We chose Charter Mark for the whole Council after a number of services had individually gone through the process, and had highlighted the benefits that it had brought to services – and their customers. However, we recognised that whilst Charter Mark was a driver of customer service improvement across the Council,</p>

aspects of the Charter Mark standard did not wholly reflect our ambition of Real Customer Focus.

The newly launched Customer Service Excellence standard does, however, reflect our ambition of Real Customer Focus. By being built on customer insight and the drivers of customer satisfaction, it brings together the principles of excellence in a challenging, but realistic measure of customer service.

Sheffield City Council has made a fresh commitment to move over to the new Customer Service Excellence standard from the 1st January 2009, as we believe that the new standard represents a continuation of the process of ensuring Real Customer Focus."

Andrew Fellows, Customer Service Manager
Sheffield City Council

EQUALITY STANDARD

<p>What is the Equality Standard?</p>	<p>The Equality Standard for Local Government provides a framework for mainstreaming the principle of equality in service provision and employment and to combat discrimination. By working through the Standard, you will be able to identify disadvantage associated with race, gender, disability, religion or belief, sexual orientation and age (the six equality strands) in service provision and employment and set targets to eliminate the barriers that create that disadvantage.</p> <p>Working through the Standard will depend on a partnership between the council and the community and should involve councillors, managers, staff, unions, the community and stakeholders.</p> <p>A new standard is currently being consulted on, and will come into effect on 1st April 2009. For more information, please visit http://www.idea.gov.uk/idk/core/page.do?pagelid=8488097</p>
<p>How will it benefit my local authority?</p>	<p>As well as meeting your obligations under law, the Equality Standard will:</p> <ul style="list-style-type: none"> • Provide a systematic framework for mainstreaming equality leading to the continuous improvement of outcomes within your authority • Develop and integrate equality policies and objectives that can be driven through performance management • Encourage engagement with stakeholders inviting challenge and involvement in all management and decision making processes associated with service improvement and accessibility • Encourage the development of anti-discrimination practice and community outcomes appropriate to your local circumstances • Provide a basis for tackling all forms of institutionalised discrimination <p>Currently, elements of the Comprehensive Performance Assessment framework take equalities into consideration when analysing the performance of your local authority. In the future, Comprehensive Area Assessments will also consider your local authority's effort with regard to equalities. Therefore, adopting the Equality Standard and moving through the levels will put you in a good position for future inspections.</p> <p>There is a tendency in some local authorities for equality to be seen primarily as an employment issue focusing on recruitment, conditions of service and training. In these cases, responsibility for the equality agenda mistakenly sits within the Human Resources remit. The Equality Standard can help local authorities, including Leaders, Members and senior members of staff understand the importance of equality in service provision, not just employment.</p>
<p>How do I achieve the Equality Standard?</p>	<p>The current Equality Standard is based on five levels. The level reported for your authority will be dependent on how comprehensively you deal with equalities and how you set targets and achieve outcomes appropriate to local need.</p> <ul style="list-style-type: none"> • Level 1: your authority has adopted a comprehensive equality policy including commitments to develop equality objectives and targets, to consultation and impact assessment, monitoring, audit and scrutiny. • Level 2: your authority has engaged in an impact and needs assessment, a consultation process and an equality action planning process for employment and service delivery. • Level 3: your authority has completed the equality action planning process, set objectives and targets and established information and monitoring systems to assess progress. • Level 4: your authority has developed information and monitoring systems that enable it to assess progress towards achieving specific targets. • Level 5: your authority which has achieved targets, reviewed them and set new targets. The authority is seen as exemplary for its equality programme. <p>The level reported for the whole authority can be no higher than that for any department within the authority.</p> <p>There are four key areas on which you are required to report:</p> <ul style="list-style-type: none"> • Leadership and corporate commitment • Consultation, community development and scrutiny

	<ul style="list-style-type: none"> • Service delivery and customer care • Employment and training <p>Upon reaching levels 3 and 5 you will be required to undergo an external assessment. There are currently two options for this:</p> <ul style="list-style-type: none"> • The IDeA diversity peer challenge is based on the Equality Standard linked to appropriate elements of the IDeA's corporate peer review benchmark. It will provide a basis from which authorities can progress to levels 4 and 5 of the Standard. The challenge consists of two parts: <ul style="list-style-type: none"> ○ A review by peers of your authority's self-assessment document for level 3, including supporting documentary evidence ○ A two day onsite visit by peers to conduct interviews and focus groups with employees, members and other stakeholders • The Equality Mark, run by the Centre for Local Policy Studies, provides a comprehensive validation over five days covering: <ul style="list-style-type: none"> ○ Interviews ○ Audit of documentation ○ Desk analysis of both corporate and service-level assessment <p>The validation provides a report on the strengths and weaknesses of the authority's performance. Successful achievement at Level 3 will result in the presentation of a certificate, whilst successful validation at Level 5 will result in the award of the Equality Mark for Local Government. Validation by the Centre for Local Policy Studies lasts for three years.</p>
<p>What will the costs be to my local authority?</p>	<p>When an authority reaches Level 3 or Level 5 an external assessment is required to provide consistency and quality assurance for the different approaches to self-assessment that councils will have used.</p> <p>External assessments by the IDeA will provide a Level 3 validation. The cost is £2950 regardless of the size of the authority.</p> <p>External assessments by the Centre for Local Policy Studies at Level 3 and Level 5 will depend on the size of your authority. It is likely two assessors will be required and costs will start from around £8,000.</p>
<p>Does it have to be completed within a certain time scale?</p>	<p>No. you can move through the Equality Standard levels as and when you have the resources. However, there is a legal requirement that you conform to the Disability Discrimination Act, the Equality Act and the Race Relations Act.</p>
<p>Who do I need to contact for more information?</p>	<p>For more information on the Equality Standard or the diversity peer challenge, please visit http://www.idea.gov.uk/idk/core/page.do?pagelId=5145192</p> <p>For more information on the Equality Mark for Local Government, please contact Nasreen Kaleem at the Centre for Local Policy Studies at kaleemn@edhehill.ac.uk or visit www.clps.org.uk</p>

EERA CHARTER FOR ELECTED MEMBER DEVELOPMENT

What is the Member Charter?	<p>The Member Charter is a statement of your local authority's commitment to developing and supporting its elected Members. The Charter aims to help councils adopt a structured approach to councillor development and to build elected member capacity.</p> <p>EERA works with South East Employers (SEE) who carries out Member Charter assessments on our behalf.</p>
How will it benefit my local authority?	<p>The continued modernisation of local government presents local authorities with many challenges that must be embraced by both officers and members. It is important members understand their roles and responsibilities within these challenge and effective member development is integral to achieving this.</p> <p>Providing members with the skills and competencies they need is essential if they are to fulfil the requirements of office. Serving their community and providing effective leadership is key.</p> <p>By achieving the Member Charter your local authority will be building elected member capacity in line with what is recognised as good practice. It will not only benefit your Members individually, but will also ensure they are better placed to serve their local communities.</p> <p>It will also show external people, partners and organisations that the council is committed to member development, including attracting new members.</p> <p>If neighbouring authorities also hold the member charter, it can lead to the sharing of learning, expertise and experience.</p>
How do I achieve the Member Charter?	<p>A self assessment template is available for you to assess whether you comply to the principles of the Charter for Member Development. Once you believe you are ready, there are five stages to achieving the Member Charter:</p> <p><u>Stage 1: Signing up to the Charter and an Action Plan</u> In signing up to the Charter, your local authority will be committing to achieving the key points of the Charter. Having signed up, your local authority must specify a target date by which it aims to achieve the Charter. Your authority will then undertake a self assessment against the Charter criteria and based on the self assessment, will develop an action plan. The action plan should include how you intend to achieve the key points contained in the Charter, and a deadline.</p> <p><u>Stage 2: Improving the Development of Elected Members</u> Your local authority will then begin working towards the Charter and meeting the requirements of the action plan.</p> <p><u>Stage 3: Assessment</u> Once you believe everything in place to demonstrate your authority has achieved the Member Charter criteria, you will inform SEE, who will make an assessment as to whether the authority is ready for an assessment. An onsite assessment will be carried out by a small, trained team of Members and officers from SEE. A report will then be sent to the Council following the assessment visit, outlining good practice areas for improvement and whether the authority has achieved Charter status.</p> <p><u>Stage 4: Awarding the Charter</u> When your authority has been assessed and achieved the Charter, your local authority will receive a certificate / award at an annual celebration.</p> <p><u>Stage 5: Re-assessment</u> Once awarded, the Charter has a lifespan of three years, after which your local authority will be required to submit details of how it has sustained the standard. This will be judged by a team of Members and officers undertaking a desktop review.</p>
What will the costs be to my local authority?	<p>The total cost of the Member Charter is £3,000 per authority plus VAT and expenses. However, financial support of £1,500 may be available from Improvement East funding.</p> <p>For more information on the funding available, please contact Mark Palmer at mark@seemp.co.uk or at EERA, Mike Mosley mike.mosley@eera.gov.uk</p>

Does it have to be completed within a certain time scale?	Stage 1 of achieving the Charter requires that you specify a date by which you achieve the Charter. If this date is missed, a new date will be agreed after identifying the reasons for not meeting the original target date.
Will my local authority receive a certificate?	Yes, your local will receive an award and certificate at an annual awards ceremony.
Who do I need to contact for more information?	The South East Employers have been sub-contracted to leading on the Charter for Elected Member Development in the East of England. For further information, please contact Mark Palmer at mark@seemp.co.uk or at EERA, Mike Mosley mike.mosley@eera.gov.uk
Member Charter Case Study	<p>Broadland District Council was the first authority in the East of England to have been awarded the Charter for Elected Member Development. Achievement of the Charter took two years of preparation, a portfolio of work being submitted and a day of assessment.</p> <p>“We are very proud to be the first council in the east of England to be awarded the member development charter” said Councillor Andrew Proctor. “Our Members come from a wide variety of backgrounds, have much to offer and get involved in a range of interesting work on a council such as Broadland. There was a lot of hard work put in by both members and officers to get this far which is a demonstration of the commitment from the organisation to provide both training and development opportunities to fulfil our varied roles for the benefit of the community as whole”.</p> <p>Members had the opportunity to learn and develop their role as an Elected Member at Broadland Council’s Training Centre in Hellesdon, with the help of officers from the HR department, Committee Services and Broadland Council Training Services (BCTS). The training also linked to the local government training programmes offered by BCTS which train and develop people in the ever changing needs of Local Government.</p> <p>The Charter has a number of objectives:</p> <ul style="list-style-type: none"> ▪ Being fully committed to developing elected Members in order to achieve the council’s aims ▪ Adopting a Member-led strategic approach to elected Member development ▪ Having a Member learning and development plan in place that clearly identifies the difference development activities will make ▪ Seeing that learning and development is effective in building capacity ▪ Addressing the wider development matters to promote work-life balance and citizenship <p>Mark Palmer, Head of Improvement and Development for South East Employers and leader of the assessment team, said "we would like to congratulate Broadland District Council for becoming the first council to achieve Charter status in the East of England. The assessment team was impressed with the commitment to councillor development across the organisation and the demonstratable benefit that it brought to the community. There are increasing expectations on what councillors need to deliver and new skills required and the support and development provided to all councillors at Broadland will assist them to respond to these changing expectations ".</p> <p>“This is a result of team work between officers and members at Broadland” said Councillor Jo Cottingham, who has been the chairman of the working group for member development for the last two years. “The assessment team were particularly complimentary about the Member ownership of our training and development arrangements and the leadership being shown by Members in working towards Charter status. The team approach and support from staff members, including the Chief Executive showed the assessment team we have been working hard together for member development.”</p>