



Rushcliffe
Borough Council

When telephoning, please ask for: Democratic Services
Direct dial 0115 914 8511
Email democraticservices@rushcliffe.gov.uk

Our reference:
Your reference:
Date: Monday, 18 March 2024

To all Members of the Member Development Group

Dear Councillor

A Meeting of the Member Development Group will be held on Tuesday, 26 March 2024 at 6.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

This meeting will be accessible and open to the public via the live stream on YouTube and viewed via the link: <https://www.youtube.com/user/RushcliffeBC>
Please be aware that until the meeting starts the live stream video will not be showing on the home page. For this reason, please keep refreshing the home page until you see the video appear.

Yours sincerely

Gemma Dennis
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
[Link to further information in the Council's Constitution](#)
3. Minutes of the Meeting held on 25 September 2023 (Pages 1 - 4)
4. Councillors' Training Update (Pages 5 - 10)
5. Draft Training Programme 2024/25 (Pages 11 - 14)

Membership

Chair: Councillor D Soloman
Councillors: M Barney, T Birch, T Combella, M Gaunt, R Mallender, A Phillips, D Polenta and G Williams

Rushcliffe Borough
Council Customer
Service Centre

Fountain Court
Gordon Road
West Bridgford
Nottingham
NG2 5LN

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Opening hours:
Monday, Tuesday and Thursday
8.30am - 5pm
Wednesday
9.30am - 5pm
Friday
8.30am - 4.30pm

Postal address
Rushcliffe Borough
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Rushcliffe Arena
Rugby Road
West Bridgford
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NG2 7YG





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MINUTES OF THE MEETING OF THE MEMBER DEVELOPMENT GROUP MONDAY, 25 SEPTEMBER 2023

Held at 6.00 pm in the Council Chamber Area A, Rushcliffe Arena, Rugby Road,
West Bridgford
and live streamed on Rushcliffe Borough Council's YouTube channel

PRESENT:

Councillors D Soloman (Chair), M Barney, T Birch, T Combellack, R Mallender,
A Phillips, D Polenta and G Williams

OFFICERS IN ATTENDANCE:

C Caven-Atack

Service Manager - Corporate
Services

T Coop

Democratic Services Officer

APOLOGIES:

Councillor M Gaunt

29 Declarations of Interest

There were no declarations of interest reported.

30 Minutes of the Meeting held on 12 October 2022

The minutes of the meeting held on 12 October 2023 were approved and signed by the Chair.

31 Evaluation of the 2023 Councillors Induction Programme

The Service Manager – Corporate Services presented the Evaluation of the 2023 Councillors' Induction Programme and posed a number of questions for the Group to consider in relation to future training and the development of the next Induction Programme in 2026.

The Group were advised that overall the feedback received from Councillors in respect of the three induction sessions delivered after the elections in May 2023 was positive.

The Service Manager – Corporate Services asked the Group to consider the following:

- Was the 2023 Councillor Induction Programme Successful?
- Was the format and number of sessions appropriate?
- Did the content of the Handbook and sessions meet the needs of new (and

- returning) Councillors?
- Were the presentations clear, knowledgeable and welcoming?
 - Does the Group have any ideas or suggestions to improve the Councillors Induction Programme?
 - What does the Group wish to record that would assist in the development of the 2026 Councillors Induction Programme?

The Group thanked officers for the Induction Programme and praised the work that had been done in advance of, and during the Induction Sessions, adding that the timing of the programme was better than in previous years. The Handbook was particularly well received by both new and returning councillors.

The Group felt that improvements would be welcomed in respect of IT support during the first session. Comments expressing that not enough IT officers were on hand to set up new Councillors with their IT and emails and there were some security issues with apple devices.

The Group raised some concerns in respect of the planning session and in particular information for new ward Councillors where live planning applications that required commenting on or were being decided on at the next planning committee or were prompting questions from residents. It was suggested that a briefing note be prepared for new Councillors and sent to them on the day they are elected to bring them up to speed with any planning applications in their ward. A planning clinic was also suggested to enable new Councillors to meet with planning officers and experienced planning committee members. It was noted that the mandatory planning training was delivered before the first planning committee.

The Group suggested a more formal Council-led mentoring scheme for newly elected Councillors. This would not need to be political and could include mentoring training for returning ward Councillors so they may offer support to new Councillors from their wealth of experience.

The Group also suggested that sessions be videoed so that councillors can refer back to them and would help those not able to make sessions, these could be uploaded to the Council's YouTube channels with access restricted to officers and Councillors.

It was **RESOLVED** that Member Development Group:

- a) Discussed the information provided by officers in relation to the evaluation of the 2023 Councillor Induction Programme
- b) Suggested actions and ideas in relation to future training for Councillors or the development of the next Councillor Induction Programme in 2026

32 **Councillors Training - Update September 2023**

The Service Manager – Corporate Services presented the Councillors' Training report which informed the Group of the current position in regard to Councillor Learning and Development including the 2023/24 Councillor training Programme which began immediately after the 2023 Councillor Induction in

May 2023. The events were summarised for information and discussion.

The Group were asked to consider the following:

- Has the training that has already been delivered met the needs of Councillors and been received well?
- Are there any improvements that could be made to the training that has already taken place?
- Has the training that has already taken place identified any areas for future or further training?
- Is the Group aware of any additional training needs that the current programme fails to meet that could be investigated for inclusion on the 2024/25 Programme?
- Are there any concerns about training attendance and if so, what action would the Group like to take?

The Chair raised a specific question relating to attendance, in particular the most recent licensing training which is mandatory for members sitting on this committee. It was noted that four members of the Licensing Committee had not attended the training. The Service Manager – Corporate Services advised that external training courses are provided through the Institute of Licensing which Councillors may access if required and further training may be provided in the new year or when there were changes to legislation.

Some members of the Group expressed difficulty in attending face to face training sessions in the evenings due to work commitments and childcare and asked whether delivery of training via hybrid or virtual sessions would increase attendance. It was also suggested that training sessions be recorded and put online for Councillors to refer back to or if unable to attend a face to face session. However, it was noted that online training would not be recorded as having been attended unless it was incorporated within the e-learning system.

With regards to the Council's e-learning package the Group favoured the single sign on approach. Those Councillors who had attempted it found the quality of the training courses poor and out of date and some Councillors were still having issues with the system not registering they had completed courses. The Group suggested a mixed media of videos and written documents to include assessments as a record of training completed. The Group also requested a user guide. The Service Manager – Corporate Services explained there are no resources to update the current e-learning system, packages are bought in from an external provider and tailored to the Council's Corporate profile. She added if the e-learning is not used the Council is unlikely to invest in a better system.

The Group discussed training attendance and the lack of attendance being around logistics and the timings of sessions not being suitable for all and whether a couple of sessions could be provided, one during the day and one evening session to try and capture as many attendees as possible. The Group also requested that a copy of their individual learning records be sent to them.

There was some discussion about the delivery of training and the heavy reliance on power point presentations. The Group expressed that a more

interactive approach was their preferred option, allowing Councillors to ask officers questions. This was particularly prevalent at the planning training and the Group suggested that perhaps the Chairman of Planning Committee could take a more active role at future training sessions.

With regards to future Councillor training the Group requested a session on Council etiquette and another session on motions and points of order for Councillors who may have missed this during the induction.

In concluding the Chair expressed that overall, the training sessions had been very well attended and Councillor engagement appeared to be good, she also welcomed the support from officers going forward.

It was **RESOLVED** that Member Development Group:

- a) Discussed the information provided by officers in relation to Councillor Learning and Development
- b) Suggested any actions or ideas they may have in relation to Councillor Learning and Development.
- c) Considered undertaking action to encourage Councillors to attend training sessions

The meeting closed at 7.50 pm.

CHAIR



Member Development Group

Tuesday, 26 March 2024

Councillors' Training - Update

Report of the Service Manager – Corporate Services

1. Purpose of report

- 1.1. Contained within the Terms of Reference for Member Development Group are the following specified roles:
- Creating an environment that encourages self-development and continuous learning
 - Identifying, delivering and evaluating learning and development opportunities for all Councillors.
- 1.2. This Training Update is brought before the Group to inform members of the current position in regard to Councillor Learning and Development (training).

2. Recommendation

It is RECOMMENDED that Member Development Group:

- a) discusses the information provided by officers in relation to Councillor Learning and Development; and
- b) suggests any actions or ideas they may have in relation to Councillor Learning and Development which would address the concerns raised by officers through the report.

3. Reasons for Recommendation

Learning and Development is an essential part of being a Councillor. The Member Development Group has been set up to advise and direct Councillor Learning and Development and has agreed to receive regular updates about this matter.

4. Supporting Information

- 4.1. A number of Councillor Learning and Development updates are presented below for discussion:

Learning and Development Policy

- 4.2. The Council adopted a new Councillor Learning and Development Policy in July 2021. This Policy contains a number of key Learning and Development

Principles including the completion of all mandatory training within 12 months of becoming a Councillor.

- 4.3. To assist Councillors in completing their mandatory and essential training, individual learning records were developed and these are sent to Councillors annually. In addition, a training expectations document was circulated in May 2023 following the Borough Council Elections.
- 4.4. There are five mandatory training sessions which Councillors must undertake before serving on a specific committee – these are for the Planning, Licensing, Standards, Employment Appeals and Interviewing committees. Training is mandatory for the Councillors nominated to serve on these committees (including substitutes).
- 4.5. Essential training is designed to keep Councillors and the Council safe and up to date with key budget, and legislative information, and good practice. This training can be face-to-face or is sometimes available as an e-learning module. The Councillor Learning and Development Policy requires that this training is undertaken once in every four-year term of office usually within the first twelve months.
- 4.6. The table below shows Councillors’ progress towards completing mandatory or essential training in line with the Councillors’ Learning and Development Policy:

Topic	Nature of training	Percentage Complete
Understanding Planning Committee*	Mandatory	95% (100% of committee members)
Understanding Licensing Committee*	Mandatory	36% (63% of committee members)
Understanding Standards Committee*	Mandatory	34% (83% of committee members)
Understanding Employment Appeals Committee*	Mandatory	N/A
Understanding Interviewing Committee*	Mandatory	N/A
Planning for Ward Councillors	Essential	61%
Understanding Scrutiny / Scrutiny Skills*	Essential	62%
Understanding Local Government Finance	Essential	43%
Understanding your responsibilities GDPR and Cyber Crime	Essential	77% (mix of face-to-face, e-learning and evidence)
Understanding and making the most of motions at Council	Essential	36%
Risk Management*	Essential	52% (67% of

		committee members)
Your role as a Councillor – e-learning	Essential	30%
Equality and Diversity – e-learning	Essential	20%
Disability and Discrimination – e-learning	Essential	18%
Section 17: Crime and Disorder – e-learning	Essential	14%
Safeguarding Adults – e-learning	Essential	9%
Safeguarding Children – e-learning	Essential	11%

* only mandatory or essential for those Councillors sitting on specific committees.

- 4.7. There is a concern that Councillor’s understanding of their responsibilities, and those of the Council, in relation to GDPR is a potential risk to the authority with only 77% of Councillors having taken part in the face-to-face training sessions, e-learning module or provided evidence that such training has taken place with another provider (ie in the workplace). The Group is asked to consider if any action is necessary to address this issue.
- 4.8. The table below shows Councillors’ progress towards completing training identified as desirable which is available to help Councillors to be as effective as possible in their roles:

Topic	Nature of training	Percentage Complete
Chairing Skills	Desirable	5%
Getting Tough	Desirable	45%
Emergency Planning	Desirable	45%
Armed Forces Community Covenant – e-learning	Desirable	5%
Chairing Meetings – e-learning	Desirable	11%
Community Leadership – e-learning	Desirable	7%
Managing Information Effectively – e-learning	Desirable	5%
Public Speaking – e-learning	Desirable	11%
Working with the Media – e-learning	Desirable	7%
GDPR 1, 2 and 3 – e-learning	Desirable	11% (already included in above – not additional)
Cyber-crime, phishing, smishing and vishing – e-	Desirable	14%

learning		
Information Classification – e-learning	Desirable	9%
Display Screen Equipment – e-learning	Desirable	7%
Hate Crime – e-learning	Desirable	9%

4.9. The Democratic Services team records and reports upon Councillor engagement in training. In 2023/24, this stands at 52% for in-person training and 15% for e-learning (up to end of February 2024).

4.10. Additional training was offered on: Understanding the Greenbelt (20 attendees), CIL and s106 (16 attendees), Statement of Accounts (13 attendees), Treasury Management (20 attendees).

4.11. In addition to training offered by the Borough Council, Councillors can attend training provided by East Midlands Councils or other external providers. During 2023/24, three Councillors attended training provided by East Midlands Councils.

Current Training Position

4.12. A copy of the current combined training record for all Councillors is at Appendix One.

4.13. Member Development Group is asked to note the current combined training record and make any suggestions to officers at the meeting.

Questions to prompt discussion:

- 4.14. Member Development Group is asked to consider:
- What does good engagement in training look like?
 - What is it realistic to expect of Councillors?
 - What can be done to increase engagement – especially in mandatory and essential areas?
 - Is it necessary to introduce sanctions?
 - Specifically in relation to GDPR, what is an appropriate next step?

For more information contact:	Charlotte Caven-Atack Service Manager - Corporate Services Tel: 0115 9148278 ccaven-atack@rushcliffe.gov.uk
Background papers available for Inspection:	Councillors Learning and Development Policy – July 2021
List of appendices:	Appendix One – current combined Councillor training record

Session	Dates	Total	M Barney	J Billin	T Birch	R Bird	A Brennan	A Brown	R Butler	S Calvert	J Chaplain	K Chewings	N Clarke	T Combella	J Cottee	S Dellar	A Edyvean	S Ellis	G Fletcher	M Gaunt	E Geotgiou	P Gowland	C Grocock
Induction Session One - Admin and Logistics	10 May 2023	40	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Induction Session Two - The Fundamentals	13 May 2023	28		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓	✓		✓		✓		
Induction Session Three - The Bigger Picture	17 May 2023	30		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓			✓		✓	✓	✓
Planning for Ward Cllrs session 1	18 May 2023	10				✓					✓	✓		✓									
Planning for Ward Cllrs session 2	30-May-23	17		✓				✓		✓						✓			✓		✓		✓
Understanding Planning Cttee session 1	01-Jun-23	19	✓					✓	✓		✓					✓	✓		✓		✓	✓	
Understanding Planning Cttee session 2	07-Jun-23	19				✓	✓		✓	✓		✓						✓		✓			✓
Understanding Scrutiny session 1	13 June 2023	17		✓		✓	✓	✓		✓	✓			✓		✓	✓		✓				
GDPR and Cyber Crime	15.6.23& 27.02.24	27		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓			✓
Understanding Scrutiny session 2	19 June 2023	6																					✓
Capital and Investments	21-Jun-23	22	✓	✓		✓	✓		✓									✓					
Additional Understanding Planning Cttee session 3	21 June 2023	4		✓									✓	✓									
Understanding Motions	27 June 2023	16		✓			✓	✓			✓					✓							
Chairing Skills for Members EMC	03-Jul-23	2																					
Getting Tough	17-Jul-23	20		✓		✓								✓			✓		✓	✓			
Additional Planning training via Teams (Greenbelt)	26-Jul-23	17		✓			✓	✓	✓			✓	✓	✓			✓						
Equality Diversity and Inclusion EMC	20-Sep-23	1		✓																			
Understanding LG Finance	07-Sep-23	19				✓	✓		✓	✓	✓	✓		✓			✓	✓	✓				
Understanding Lic Cttee	18-Sep-23	16		✓		✓		✓	✓		✓	✓							✓				✓
Risk Management	28-Sep-23	23	✓		✓			✓	✓	✓	✓	✓	✓	✓			✓	✓				✓	
CIL & S106	11-Oct-23	16				✓		✓		✓	✓								✓		✓		
Emergency Planning	18-Oct-23	20				✓	✓	✓	✓							✓		✓	✓	✓		✓	
Statement of Accounts (Governance)	23-Nov-23	13		✓				✓	✓	✓			✓				✓		✓				
Understanding Standards Cttee	29-Nov-23	15		✓	✓	✓		✓			✓		✓	✓		✓			✓				
Budget Workshop	04-Dec-23	18			✓	✓		✓				✓	✓	✓								✓	
Budget Workshop	05-Dec-23	13					✓		✓		✓					✓	✓						✓
Treasury Management	23-Jan-24	20	✓		✓			✓	✓	✓				✓		✓	✓	✓	✓			✓	

Session	Dates	Total	R Inglis	R Mallender	S Mallender	D Mason	P Matthews	H Om	H Parekh	A Phillips	L Plant	D Polenta	N Ragen	D Simms	D Soloman	C Thomas	R Upton	D Virdi	J Walker	R Walker	L Way	T Wells	G Wheeler	J Wheeler	G Williams
Induction Session One - Admin and Logistics	10 May 2023	40	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Induction Session Two - The Fundamentals	13 May 2023	28				✓		✓	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓	✓			✓
Induction Session Three - The Bigger Picture	17 May 2023	30	✓			✓	✓	✓	✓	✓	✓	✓	✓		✓		✓			✓		✓	✓		✓
Planning for Ward Cllrs session 1	18 May 2023	10								✓					✓		✓			✓		✓	✓		
Planning for Ward Cllrs session 2	30-May-23	17	✓				✓	✓	✓		✓	✓	✓								✓	✓		✓	
Understanding Planning Ctte session 1	01-Jun-23	19		✓	✓				✓				✓		✓			✓			✓	✓	✓	✓	
Understanding Planning Ctte session 2	07-Jun-23	19	✓					✓		✓	✓	✓		✓		✓	✓		✓	✓		✓			
Understanding Scrutiny session 1	13 June 2023	17								✓	✓				✓	✓					✓	✓		✓	
GDPR and Cyber Crime	15.6.23& 27.02.24	27	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓		✓
Understanding Scrutiny session 2	19 June 2023	6					✓	✓	✓			✓											✓		
Capital and Investments	21-Jun-23	22	✓	✓	✓			✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓		✓	✓	
Additional Understanding Planning Ctte session 3	21 June 2023	4					✓																		
Understanding Motions	27 June 2023	16	✓	✓		✓		✓				✓			✓	✓	✓				✓	✓		✓	
Chairing Skills for Members EMC	03-Jul-23	2													✓							✓			
Getting Tough	17-Jul-23	20			✓		✓	✓			✓	✓	✓		✓	✓	✓		✓		✓	✓	✓	✓	
Additional Planning training via Teams (Greenbelt)	26-Jul-23	17	✓						✓	✓							✓	✓		✓		✓		✓	✓
Equality Diversity and Inclusion EMC	20-Sep-23	1																							
Understanding LG Finance	07-Sep-23	19						✓	✓		✓		✓		✓	✓					✓		✓	✓	
Understanding Lic Ctte	18-Sep-23	16	✓	✓			✓	✓		✓						✓	✓					✓			✓
Risk Management	28-Sep-23	23		✓	✓		✓	✓	✓	✓	✓	✓			✓	✓						✓			
CIL & S106	11-Oct-23	16		✓	✓			✓	✓	✓	✓		✓		✓							✓		✓	
Emergency Planning	18-Oct-23	20		✓	✓		✓	✓			✓	✓	✓		✓				✓			✓		✓	
Statement of Accounts (Governance)	23-Nov-23	13					✓	✓								✓	✓		✓			✓			
Understanding Standards Ctte	29-Nov-23	15						✓		✓	✓	✓		✓								✓			
Budget Workshop	04-Dec-23	18			✓		✓	✓	✓									✓	✓	✓	✓		✓	✓	✓
Budget Workshop	05-Dec-23	13	✓							✓	✓	✓			✓	✓						✓			
Treasury Management	23-Jan-24	20						✓		✓		✓	✓			✓		✓	✓			✓	✓		



Member Development Group

Tuesday, 26 March 2024

Draft Training Programme 2024/25

Report of the Service Manager – Corporate Services

1. Purpose of report

1.1. Contained within the Terms of Reference for Member Development Group are the following specified roles:

- Creating an environment that encourages self-development and continuous learning.
- Identifying, delivering and evaluating learning and development opportunities for all Councillors.

1.2. This report presents a draft training programme for Councillors' for the year 2024/25.

2. Recommendation

It is RECOMMENDED that Member Development Group:

- a) considers the questions outlined in Paragraph 4.5; and
- b) approves the Councillors' Training Programme 2024/25.

3. Reasons for Recommendation

Learning and Development is an essential part of being a Councillor. The Member Development Group has been set up to advise and direct Councillor Learning and Development.

4. Supporting Information

4.1. The purpose of training for Councillors is to:

- Increase their understanding of a specific subject and understand their own / the Council's responsibilities.
- Increase their skills in a particular area enabling them to be more effective in their roles as Councillors.
- Increase their confidence as Councillors in key areas of their role.
- To reduce the risk for Councillors and the Council in taking decisions and performing their duties effectively.

- 4.2. A programme for Councillor training has been drafted and is available for the Member Development Group to consider at Appendix One.
- 4.3. This programme of training sessions will run alongside the e-learning modules that are available throughout the year. Additional training may be offered on an ad-hoc basis as needs are identified or as external training opportunities become available.
- 4.4. The budget for Councillors' training in 2024/25 is £4,000.

Questions to prompt discussion

- 4.5. Member Development Group is asked to consider:
- Do the proposed training sessions meet the Councillor needs as we understand them at the present time?
 - Does the Group know of any additional areas in which training would be beneficial at this time?
 - Does the Group have any comments to make about the timing or format of training that officers could take into account when organising sessions?
 - What does good engagement in training for Councillors look like?

For more information contact:	Charlotte Caven-Atack Service Manager - Corporate Services Tel: 0115 9148278 ccaven-atack@rushcliffe.gov.uk
Background papers available for Inspection:	Councillors Learning and Development Policy – July 2021
List of appendices:	Appendix One – Draft Training Programme 2024/25

Draft Councillor Training Programme 2024/25

The Council has a duty to ensure that Councillors are able to access training that enables to undertake their roles both within their communities as community leaders and also as a member of Rushcliffe Borough Council. The [Councillors' Learning and Development Policy](#) was approved by Council in July 2021.

Following the Borough Council election in May 2023, a comprehensive induction programme was delivered followed by 22 face-to-face training session and a suite of e-learning modules. The following training sessions have been organised for 2024/25. E-learning modules remain available throughout the year.

Topic	Who	Type of training	Format of training
Understanding Licensing Committee (repeat)	External – Institute of Licensing	Essential for members of the Licensing Committee	Face-to-face / online
Effective Meetings and Chairing Skills (scrutiny)	Internal – Charlotte	Essential for all scrutiny chairs and vice chairs (or those hoping to take up those positions in future years)	Face-to-face
Equality and Diversity	External - Baikie-Wood Consultancy via East Midlands Councils	Essential for all councillors	Online
Updates for Planning Committee Members	External – No5 Chambers	Essential for all Councillors	Face-to-face
Understanding the role of the officer and getting the best out of relationships with officers	External - LGA	Essential for all Councillors	Face-to-face / online
Budget 2025/26	Internal Peter Linfield/Sarah Whittaker	Essential for all Councillors	Face-to-face

Treasury Management	Internal / External – Peter Linfield/Sarah Whittaker and Arlingclose	Essential for members of Governance Scrutiny Group / Desirable for all Councillors	Face-to-face
Understanding and making the most of motions at Council (repeat)	Internal – Kath Marriott and Gemma Dennis	Essential for Councillors wishing to propose motions Desirable for all Councillors	Face-to-face
Dementia Awareness	External – Gwyneth Owen	Desirable	Face-to-face
Retrospective Planning Applications	Internal – Helen Knott	Desirable	Face-to-face
Personal safety and dealing with online abuse and intimidation	External – LGA	Desirable	Face-to-face / online
Understanding domestic violence and the Council's role in supporting victims of domestic violence	External – Equation	Desirable	Online
Effective Communication – speaking in public	External – Nelson Training	Desirable	Face-to-face
Care Leavers Policy and Delivery	Internal – Dave Banks	Desirable	Face-to-face
Debating Skills for Councillors – LGA	External – LGA	Desirable	Face-to-face / online
Cyber Security	Internal – Greg Dwyer	Desirable	Face-to-face