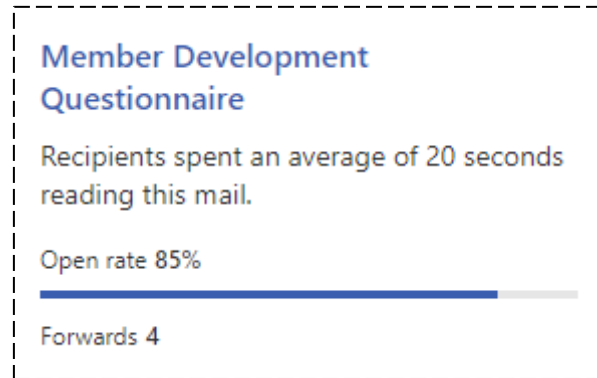# Member Development Survey Results

Introduction

Members were surveyed between 15 May 2023 and 26 May 2023 inclusive, 55 out of 80 Members (the Council at the time had one vacancy) responded. 3 Members responded after the survey closed and their results were not collected, 1 Member chose not to complete the survey.

Section 1 - About Our Members and Their Role within Kent County Council

Question 1 asked Members to identify their Member Roles as defined in the Constitution. Statistics are represented in numbers and then percentages of respondents:

Executive Member	15	27%
Non-Executive Member	28	51%
Opposition Member	11	20%
Non-Exec Member / Opposition Member	1	2%
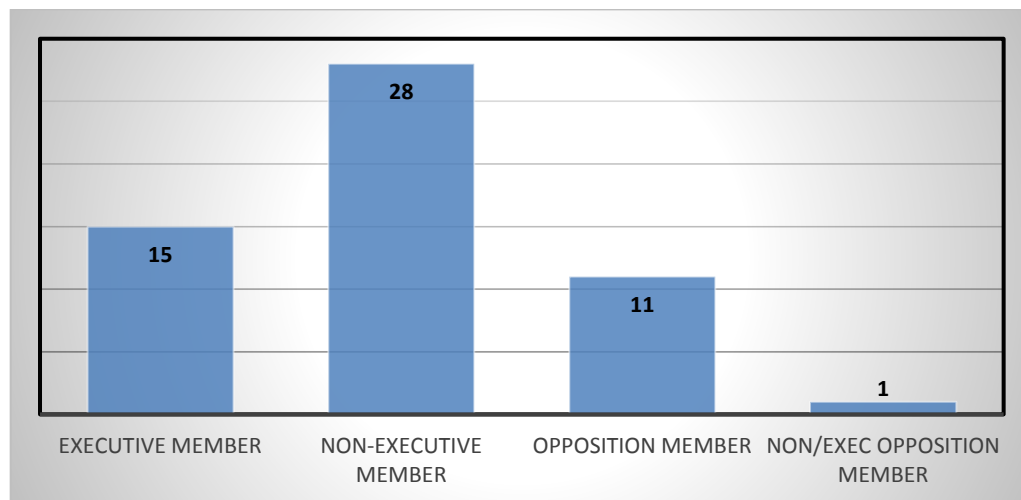
Question 2 was an open field box and asked Members to describe what they thought their role is in relation to Council Governance. 16 respondents (29%) gave a focus on decision making for this question. The responses returned were themed as follows:

Upholding Council Governance
- As a Portfolio holder to ensure that future decisions and decisions made follow the Council governance guidelines
- To following code of conduct stipulations and elected member responsibilities
- Probably a bit too cautious
- Follow code of conduct in dealing with officers, members and public
- To agree the annual budget and ensure the Executive act within its framework and/or act properly within the constitution when operating outside the budget.
- To uphold open and transparent governance
- Understand the Constitution
- Follow the law, comply with the code of conduct, and ensure that the actions of the council are lawful
- Upholding the constitution and upholding the code of conduct and Member behaviour
- Upholding the code of conduct
- To ensure that the governance rule pertaining to my portfolio post are followed and reviewed on a regular basis to maintain relevance in order to protect the interests of residents and KCC. This would also extend to constructive discussions with colleagues on governance matters on their portfolios.
- As laid out in the constitution regarding the decision making process
- Open and transparent declarations and when it is appropriate to do that
- To ensure that the Council is acting in accordance with the law and out policies relating to finance, democracy and delivery of services
- My role as an Executive Member is to oversee and develop Council Strategy and to take decisions on the basis of a justifiable line of reasoning and advice. I am accountable for my own decisions, and for the conduct and effectiveness of the Cabinet Members I appoint.
- To ensure that the council is financially sustainable, ensure Kent is environmentally sustainable and to hold the Council's executive to account on behalf of Kent residents

- Governance needs to be understood depending on the direction of the economy and society. However, I don't think I have enough fundamental information on how the Council works within this sphere to answer this question
- As part of Cabinet set and implement the authority's policies, take decisions on policies for the services in my portfolio and oversee the implementation of policies in my portfolio

Provide Contribution
- As an Executive Member to contribute to informed decisions at Cabinet
- Monitor decisions, advise changes, make recommendations
- Actively participate on committees and working groups
- To support the Cabinet Member in policy making

Oversight and Scrutiny
- Scrutiny, input, compliance
- Hold a chairman's role
- Oversight and scrutiny of governance and promoting transparency and inclusion
- To scrutinise and ask awkward questions
- Scrutinise the administration
- Scrutiny
- To assist the democratic process through membership of the Cabinet Committees and to hold the decision makers to account via the Scrutiny Committee
- To ensure that we look to the longer term rather than short term savings which cost more in the future!
- All councillors play a role in scrutinising all functions of the running of the council
- Scrutinising decisions, offering alternative, conforming to the code of conduct
- Adherence to, monitoring of, support of others in these areas
- We all have a part to play by being aware of and being pro-active in matters corporate – by raising concerns and self-scrutinising our own decisions as well as those taken or contemplated by others.
- Transparency, appropriate engagement with officers, what we can ask and when
- Scrutiny of Council decisions. Active participation in council meetings.

- Contribute to strategies at KCC
- Developing policies, shaping the budget and seeing that services are delivered
- Scrutinise council and cabinet decisions and to attend meetings
- Councillors have a duty to scrutinise the performance of the council in delivering against the priorities and targets which are set
- To ensure the Executive are scrutinised and held to account. To advise the Executive prior to decisions that effect my Division and support the Executive once a decision has been made
- To raise questions and seek answers when things do not go according to plan or where we are failing to deliver services or improve as an authority
- As a Chairman, my role is to ensure the Executive is held accountable for decisions made
- As part of my role, I Chair a Cabinet Committee it's about how we take decision, how we record decisions and pass that onto our residents and stakeholders.
- Participate in meetings with future decision making and guidance
- Scrutiny, bringing new ideas to the administration
- Hold the Executive to account on the promises they made in Framing Kent's Future. Holding Cabinet Members and Officers to account on strategies and policies. Holding Officers to account on delivery/implementation of those plans
- Seek assurance that the council is delivering the service in line with the constitution, budgetary framework and key policies

Representation
- A supporting role
- As a Councillor to represent residents in my Division and contribute to Council decisions including the regular review of our governance
- Represent constituents/advise constituents whilst keeping the whole of Kent in mind
- To assist the wider community in engaging with the democratic process
- Ensure that the council is doing things in the correct way to benefit the people it serves in an open and honest way
- Help to produce policy, monitoring policy, standing up for my residents
- Feedback to and help residents, make decisions
- To represent residents

- To ensure that KCC gives value for money, never forgetting that it is not our money but tax payers money and we have a duty to use it wisely
- Ensure the reputation of KCC is improved by responding promptly and professionally to all residents' concerns and issues, being respectful to others and being a role model with highest personal standards
- To refine and promote good policy in respect of my portfolio and to represent the portfolio to members, residents and the wider world
- Carrying out the role of committee member where appointed and serving residents in my Division
- Attend meetings, read committee papers, debate issues with colleagues, ask relevant officers for more information if needed
- Using committees to appropriately serve the community and conduct council business appropriately in them
- Engagement with the Districts
- To represent residents and the overall needs of my Division and improve quality of life throughout Kent
- To represent the residents in my Division
- I value my role that I play within the Council structure
- To represent my residents and be the link between them and the Council and vice versa
- The fundamental role of councillor is to serve the interests of their community as a whole. In the event of conflict between the public and private interests of the councillor or related persons, the overall public interest must prevail
- Conduct myself in a professional manner with constituents, other councillors and the staff.
- Facilitate communications between the public and council
- In my continuing role as a Member I have responsibilities to represent my constituents and to act in the best interests of residents of Kent, although much of the latter is discharged through my Executive role
- Representing residents
- Represent my residents and try to meet their needs. Contribute and engage with the Executive to help guide the policies and strategic direction of the County Council
- The role of the elected member is set out in the constitution.   In reality, I believe increasingly elected members are seen as a "democratic shield" to protect Executive Members and Officers from an increasingly angry electorate. As a relatively new member of KCC I have managed to deliver some substantial improvements for my Division, but almost exclusively this has been through long-standing relationships with Portfolio Holders, and very little via "routine channels". I sympathise with members who do not enjoy the level of longstanding contacts I have in terms of delivering tangible outcomes.
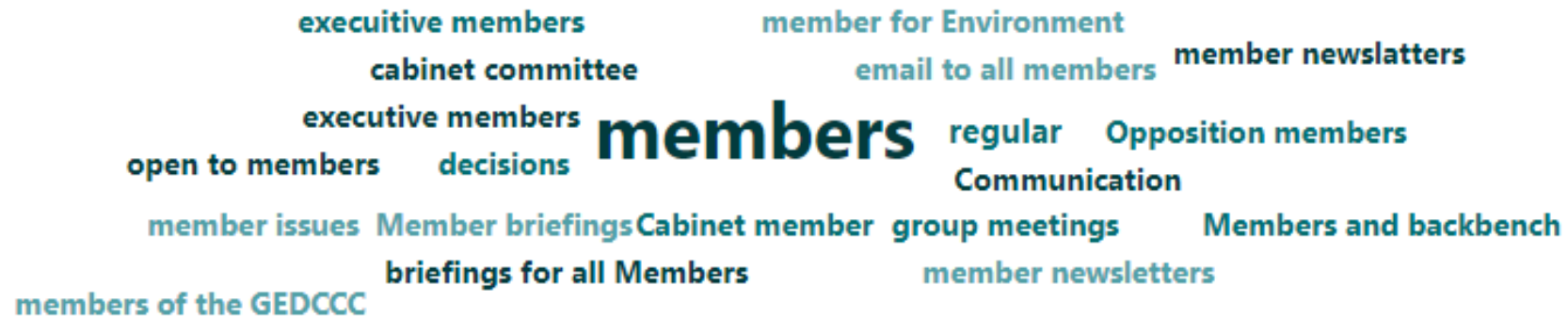
No role in governance
- Zero

Note:
- Some Members were unsure of how to respond
- One Member was unsure of the meaning of the question

Question 3 was open field and asked Members how communication between Executive and Non-Executive Members can be improved. The responses returned were recorded and themed as follows:

Availability and Accessibility
- Appreciate the group meetings
- I am content with the current position
- There will always be a gap but I think our group meetings and away days go some way to bridging that gap
- The Leader is very good at communicating and sets an example. Not having functional council offices (HQ) doesn't help

- It is quite good compared to some other councils
- More presence
- It would be nice if for new members the executive members introduced themselves
- Have far more interaction between Cabinet Members and backbench. At the moment it is diabolical, we are not shown much respect at all
- Briefings on what they are working on. At District there is a meeting every week that is open to members. They give an opportunity for the Leader to say what is coming up on decisions, etc.
- More meetings in person and open door policy, sending regular, but short, emails to members
- Be more accessible and more understanding of the diversity of all the Divisions, one decision does not fit all
- The Executive can appear aloof and distant from back benches – until or unless you make an effort to interact with them. Joining KCC in the aftermath of Covid probably did not help the assimilation of the Class of 2021
- Where do I start! More accessibility. For the executive to answer emails in a timely and reasonable timeframe. Not hours later

Involvement and Networking
- The communication is fine but I don't feel I have any say. On a personal level I feel very affective…strategically and operationally I feel redundant
- Early consultation on proposals and more honesty
- Better group meetings
- More opportunities for networking could be afforded. All meetings should now be in person
- Hold regular 1 to 1 meetings with various departments, in-depth to understand the operations
- Regular provision of All Member Briefing. This already takes place, but can be more frequent and systematic. Task and Finish groups specific to a theme or issue can also be very useful in generating ideas and breaking down the barriers between Executive and Non Executive
- Regular briefing sessions
- Poor
- Early engagement / conversations. Less reliance on urgent decision. Make Chairs of Scrutiny Committees Opposition Members to improve transparency and challenge the perception of 'making your own homework'.

- More open and honest conversations, getting non-executive members to read papers and reports sent to them and for them to attend more meetings
- More interaction
- More notice of major upcoming decisions, rather than being "bounced" by finding out when a cabinet committee agenda is published, by which point the policy in question is almost – or completely – worked up to a final point
- I have found sub groups on specific themes helpful
- It starts with respect, respect in an alternative position. Communication between Executive and Non-Executive Members could improve if the Executive simply listen and welcome scrutiny instead of being defensive and dismissive
- Transparency and open engagement
- Open Executive meetings to Deputy members – as an obligatory attendance
- Anything relating to someone's division should be copied in for appropriate consultation. Understanding what is needed to be known is provided as we are accountable to the public. So, when meeting with public and parishes the Members need to know as a key consideration to avoid embarrassment
- More briefings, more information sent by email to all members.
- Until very recently I did not sit on a Cabinet Committee and realised that on occasions decisions were being made or members views were sought and I was not included in any of the discussion or decisions. Communication! Could be managed better officially and unofficially (ie through Group meetings)
- Not sure. We get regular cabinet member newsletters and Group meeting briefings

Communications and Briefings
- More concise version of the Cabinet Member newsletters
- More information
- By producing a regular update on activity and policy
- Regular monthly briefing papers as regards their role and issues
- The Adult Social Care Committee has arranged a couple of away days to explain the portfolio in more detail. Only those members on the committee have been invited, but it might be of interest to other non executive members. Clair is always available to discuss issues with any member and has an "open door" policy
- More timely communications, summarise key points and key changes in order to reduce reading

- Briefing notes from all Executive Members such as those produced periodically by Highways and Transport and Environment
- A quarterly Standing Committee, cross party, to discuss current portfolio issues (a "beer and sandwiches" meeting)
- Two way communications between Cabinet Members and Backbenchers
- Monthly briefings (written) need to be provided by each Cabinet Member with a portfolio along with a minimum of two informal briefings for all Members provided physically each year by Members not Officers. Currently we only get the Leader's Report and occasional briefings mainly from the Cabinet Member for Environment
- Member Briefings, training sessions
- An easy list of names, contacts and departments
- Communication needs to be more focussed. Information Point is not fit for purpose and channels of communication via teams doesn't work. We need to tear up what we currently do and design a new interface that focuses on key areas of the council's operations. Backbenchers need to feel that they are part of the process and not there just to vote through what the executive have already decided. Hence timeliness of information is also extremely important.
- This assumes that it's a priority of the executive. Cabinet member newsletters are welcome.
- Be more up to date and have better communication
- A more regular diary of Member briefings.
- A monthly email from the Leader and Cabinet would be helpful and it would be nice if he occasionally answered an email sent to him, I have given up emailing him.
- A greater degree of brief, but regular updates on the work of the council and progress on key projects, decisions

Governance

- I would be interested to know the process from start to finish regarding decision making
- Review of the role and format of Cabinet Committees.
- Constructive discussion at cabinet committees and greater participation of events
- Communication is secondary to accountability, but under the system, portfolio holders are accountable only to the leader

Section 2 – Member Development Scheduling

Section 2 of the survey asked Members about preferences on when Member Development sessions should help to accommodate our changing Member demography.

Question 4 asked Members how often development sessions were to be scheduled:

Monthly	12
Every 2 months	13
Quarterly	16
Bi-Annually	7
Other:	
Annual	2
as required	2
no response	3

The return demonstrated that Members were keen to have regular development sessions scheduled.

Question 5 requested that Members provide their preferences on the format of development sessions. The options were virtual, face to face or via e-learning.

11 Members provided no preference, but many Members requested face to face learning, backed up with virtual learning to give the hybrid option as a preference.

	1st Choice	**2nd Choice**	**3rd Choice**
Virtual	10	25	9
Face to Face	29	9	6
E-Learning	5	10	29

PREFERRED FORMAT FOR LEARNING

■ 1st Choice ■ 2nd Choice ■ 3rd Choice

VIRTUAL	FACE TO FACE	E-LEARNING
9	6	29
25	9	10
10	29	5
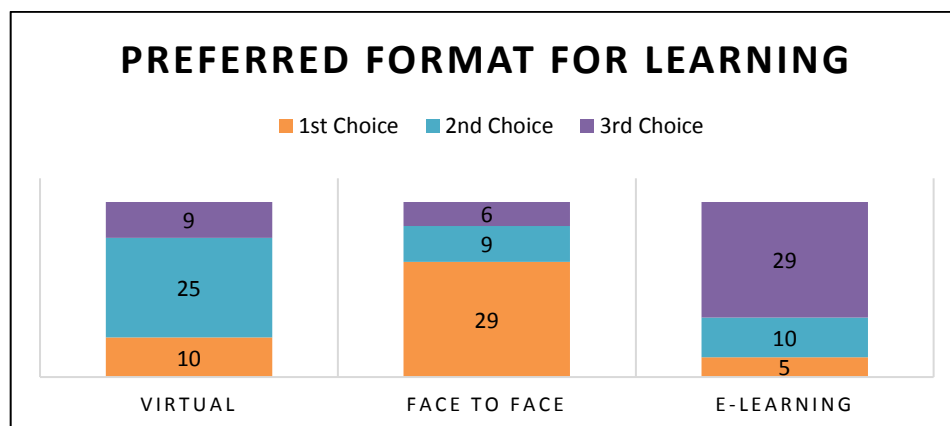
Question 6 asked Members to provide a preference on development session timings. The options were morning, afternoon or evening. This question stimulated the least interest from Members, with 30 Members stating no preference.

	1st Choice	2nd Choice	3rd Choice
Evening	3	7	15
Morning	7	13	5
Afternoon	15	5	5
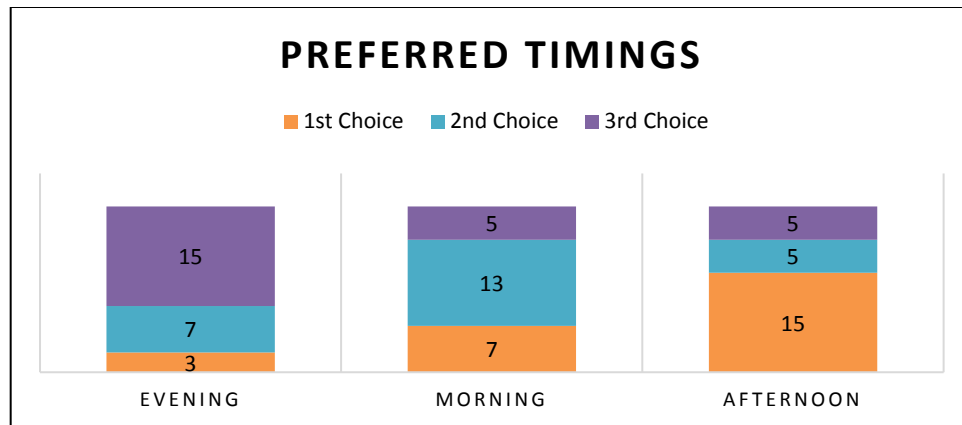
The Member demographic has changed over the years and to fully understand the other commitments that Members have, outside of their role as Councillor, we asked a series of questions to further assist in scheduling sessions to accommodate Member needs.

Question 7 asked if Members have external work commitments outside of KCC:

Yes	34	62%
No	21	38%

Question 8 elaborated on this question and provided feedback on how many hours a week were spent on their external work commitments:

Up to 5 hours	3	5%
Between 6-10 hours	10	18%
Between 11-20 hours	9	16%
Full Time	6	11%
Not specified	22	40%
Other:	5	9%
Flexible as own business		
30 hours		
Various hours		
25 hours		

Question 9 requested additional feedback on scheduling development sessions to enable attendance without impacting on external work commitments. Responses included:

- Plenty of advance notice
- Virtual meeting at the start or end of the day so I can fit my work in before or after
- I do not have fixed hours apart from committee meetings. Give members two months notice to be able to change schedules and perhaps offer an additional session as repeat
- Will flex diary when necessary
- As so many members are now twin hatters, training needs where possible to be joint training with borough or districts. Once and done (ie planning)
- Mornings and virtual
- Have a flexible attitude towards scheduling and be ready to hold two sessions of a training/development session at different points in the week to maximise uptake
- Setting dates that are considerably in advance and not with just a few weeks notice
- Perhaps link development meetings to follow on from a committee meeting that the member is already attending
- Facilitate evening meetings
- More on Friday and 7-9
- Ensure that any training is recorded and uploaded to the members area of KNet
- External work should be flexible and KCC the priority
- Mornings from 0800, evenings from 1800, weekends
- Virtual plus plenty of notice
- I'm flexible although mornings would be better for me
- These could be scheduled on the alternative months from the bi-monthly committee cycle
- Plenty of warning
- Fit them around committees
- Good forward planning
- Make it in the evening
- Virtual meetings make it easier
- Plenty of notice of sessions as external work is flexible
- I can be flexible if given enough notice
- I am fortunate to be self employed and have others to cover my absence
- Sufficient notice and do not re-arrange confirmed dates

Question 10 continued on the theme of Member commitments, but this time focussed on voluntary commitments outside of KCC:

Yes	40	73%
No	15	27%

Question 11 elaborated on this question and provided feedback on how many hours a week were spent on their voluntary commitments:

Up to 5 hours	27	49%
Between 6-10 hours	8	15%
Between 11-20 hours	3	5%
Full Time	0	0%
Not specified	15	27%
Other	2	4%

Question 12 requested additional feedback on scheduling development sessions to enable attendance without impacting on external work commitments. Responses included:
- Give as much notice as possible
- E-learning available on weekends with mix of virtual and face to face depending on subjects
- Setting dates for the year ahead
- My voluntary commitments are usually on evenings and at weekends, so would prefer to avoid either if possible. Maybe set a time each month would be good, every forth Friday afternoon for example
- Good forward planning – regular same time / day of the week
- Facilitate evening meetings
- Nothing through August. Weekends are optional
- Annual planners that enable members to plan ahead
- Negotiation with each member
- A number of members expressed a preference similar in nature to question 9.

Section 3 – Tailored Training

Section 3 looked at individual requirements of Members in relation to learning and development and the elements of the Council that the Members wished to learn more about. Concluding with a final section on personal development.

Question 13 asked if Members would be interested in completing a personal development plan:

Yes	32	58%
No	23	42%

Question 14 focussed on who the Members would like to complete their personal development plans with.   More than one option could be selected, and a number of members selected multiple options:

Individually	6
With my Group Leader	7
With a KCC Officer	14
With an Independent Person	8
Other	2
Provided no answer	23

One Member was unsure what the content of the plan would be and therefore deferred a choice until known.

Another Member, a Deputy Cabinet Member said they would like to learn from their Cabinet Member about development needs, alongside a separate plan for the day-to-day Member role.

Question 15 asked if Members would be interested in completing psychometric testing, to which there was a mixed response:

Yes	29	53%
No	23	42%
No Response	3	5%

Question 16 focussed on coaching and mentoring, looking at providing mentoring/coaching to Members and receiving coaching/mentoring from other Members.

I would like to be a recipient of coaching/mentoring from another Member	12	22%
I would like to deliver coaching/mentoring to another Member	12	22%
No	30	55%
No Response	1	2%

Question 17 introduced the questionnaire to a focus on Council operating. We asked Members to select any areas where additional training/development would be welcomed. The options were tick box and preselected, with the ability to choose more than one answer:

KCC Structures and Services	26
KCC's Strategic Priorities	29
Complaints Procedures	13
GDPR and Data Protection	11
KCC's Estate Management	28
KCC'S Relationship with External Agencies and Outside Bodies	33
Local Authority Trading Companies (LATCOs)	21
No responses	8

Question 18 elaborated on this topic and provided an open text box for Members to specify additional areas of interest, which included:

- More information on Highways and Development
- Overview and scrutiny. What does good scrutiny look like? Learn from best practice
- How to access archived minutes
- Sitting and debating issues with members to build up a rapport
- The council's relationship with the other two tiers of local government across Kent – what actually entails, what it could entail and how it could develop
- Who to contact about what. I was elected in 2021 and still don't know enough KCC staff job roles. Instead I contact the same people. I can ask Members Desk and do but sometimes you want your own knowledge of who to contact about certain issues
- I think helping members to implement change as a member to KCC should be a point of training and reflection for KCC

- I think members need to be better informed and able to communicate effectively with their own residents. Generally speaking, once elected, too many members retreat to the safety of county hall, and do not actively engage until 3 months before the next election. Training and development on communication skills, use of social media and effective public speaking would all be useful for many members across politics
- Would be interested in estates management and external agencies and outside bodies if only relevant to East Kent
- Making the public more informed about what the County Council provides
- Finances
- Media training
- Growth of Technology (AI/BB) in the working environment
- Additional training for speaking in meetings eg how to help with nerves, so more psychological
- Working with residents
- How the council works with other authorities such as district, town and parish councils
- Officer contacts in all areas
- Bridging the gaps between services that KCC provide but never interact with members
- Who's who and also maybe a bit more on the history of the organisation

Question 19 looked at Governance and asked Members to select any areas where additional training/development would be welcomed. This question and question 20 will help form a tailored programme on governance relating to the Annual Governance Statement 2021 to 2022 actions. The options were tick box and preselected, with the ability to choose more than one answer:

KCC Constitution	13
Member and Officer Roles and Responsibilities	13
Code of Conduct and Standards	12
Decision Making	18
Scrutiny Processes including call-ins	22
Outside Bodies Governance	15
Leadership Skills	19
Being an effective Opposition Member	10
The Role of Councillor	6
Role of a Committee Member	7
Being an effective Scrutiny Member	13
Local Government Finance	17
Budget Scrutiny Practices	17
No Response	11

Question 20 once again elaborated on this topic and provided an open text box for Members to specify areas of interest, which included:

- I would find it useful to have a 'manual' of some kind
- Again some relate to geography
- Community leadership and what we can and can't do
- Chairmanship skills would be good to add
- Crisis communication and communication in general
- Several months ago I was asked by two separate residents to represent them at a School Transport Appeal, both heard on the same day. I had never done this before, and I felt somewhat isolated as I was not sure what was expected of me and I could find no online resource. I was faced with detailed reports written by qualified officers and I felt the odds against me changing that outcome on behalf of my two residents were overwhelmingly stacked against me. In the end I spent many hours researching and preparing the case on behalf of my residents, and we won both appeals, much to my surprise. I think many members would have found this quite overwhelming, and I am not sure KCC appreciated the feeling of responsibility and duty in such situations
- Effective use of officers when dealing with casework
- Working with outside bodies and residents
- Scrutiny practices
- The interaction between County and District Councils – the overlap and decision making

Question 21 asked Members which KCC directorates they would welcome additional information on the structure and remit of the directorate. Members could select more than one option:

No training required	16
Adult Social Care and Health	21
Children Young People and Education	22
Growth, Environment and Transport	23
Chief Executive's Department	23
Deputy Chief Executive's Department	16

Question 22 provided an open text box for Members to specify areas of directorate interest, which included:

- Just more information as I have limited knowledge
- How to get things done by Kent Highways
- I would just like to know further details of how these departments work
- A better understanding
- How the priorities will change to meet future demand and expectations
- Powers and areas of influence externally
- Rules, laws and privacy. Information about what we should do with casework that arises and who best to go to for achieving the best outcomes. Also a greater understanding of how each directorate works and delivers their services and who is commissioned to deliver them
- What their roles are
- The decision making processes and funding / budget processes
- How the executive are dealing with the issues
- Who does what
- Service areas, procurement, finance
- More indepth knowledge
- How the departments work and their processes eg today I found out the process for 'putting in' yellow lines. Far more complicated than just painting a line
- Understanding future changes to the services
- How they work, chain of command
- How I can be a better advocate for my residents
- Greater understanding of the work undertaken and how that links to other areas
- No training required due to directorate briefings
- Anything, really. Training/induction sessions for the 2021 intake were of varying quality - perhaps chiefly due to Covid restrictions - but, in any case, refreshers are needed and taking in information for those who were new is always a challenge
- Please do not read this as a facetious answer - but 'you don't know what you don't know!' I suppose a better overview of each department, how they interact with other directorates and outside bodies eg NHS, schools etc. How to contact them (without first having a named individual that you can find on Teams)
- CYPE in depth study on the figures and percentages
- How they interact to prevent silo working.
- Directorates links with outside organisation such football clubs, musical clubs and work being undertaken. We can assist with promotion.
- Where possible, training should be delivered by independent bodies e.g. LGA to get a fresh perspective.
- Key contacts, structures
- I don't know what I don't know!
- Function and effectiveness
- A greater understanding of the role and function of the CE in the running / planning of KCC activities

- More in depth knowledge
- I have little dealings with these departments so I'd value a quick refresher and most importantly how to deal with casework raised by residents in these areas.

Question 23 provided a focus on communication skills and opportunities for further learning. The options were preselected and enabled Members to offer to share expertise if able:

	No training required	I would welcome further training	I would welcome further training have skills/expertise to share	I have expertise to share	Not specified
Communicating Effectively - Ensuring equality, diversity and inclusion	21	20	5	2	7
Reporting writing and presentation skills	19	26	3	1	6
Influencing / negotiating skills	19	25	7	0	4
Conflict Management	21	22	6	2	4
Public Speaking	22	22	7	2	2
Facilitating Discussions	23	17	7	1	7
Questioning Skills	19	24	9	0	3

Question 24 asked if Members had additional suggestions for Communication Skills training, these included:
- Reading body language
- Social media skills
- How to deal with media intrusion and/or cope with sudden, intense public interest/scrutiny/campaign against you
- Per previous answers, while I may not have a specific need, I would always want to have the opportunity to undertake any training offered
- Community relationships and communication
- How to launch member initiatives

Question 25 provided a focus on personal skills and opportunities for further learning. The options were preselected and enabled Members to offer to share expertise if able:

	No training required	I would welcome further training	I would welcome further training have skills/expertise to share	I have expertise to share	No response
Personal Safety	31	13	2	1	8
Stress Management	31	16	3	0	5
Chairing Skills	20	23	5	1	6
Time Management including workload prioritisation	27	18	4	0	6
Problem Solving Skills	26	16	7	0	6
Wellbeing / Mental Health Awareness	28	16	5	1	5
Media and Comms Training	17	27	5	1	5
Developing Inclusive Practices	24	17	5	0	9
Research Skills	25	14	9	0	7
Report Analysis	19	23	5	0	8
Plain English, Spelling, Punctuation and Grammar	31	13	4	1	6
Speed Reading	20	24	4	1	6

Question 26 asked if Members had additional suggestions for Personal Skills training, these included:
- Social media management and protocols
- Safeguarding, being aware of surroundings and not being in one to one situations
- How to launch member initiatives

Question 27 provided asked Members about learning opportunities on ICT further learning. The options were preselected and more than one option could be selected:

Mod.gov (Committee System)	16
Outlook	8
Email Management	11
Teams	7
Word	4
Excel	10
Knet	13
No response	20

Question 28 asked Members to elaborate on additional ICT learning and development requirements. These included:
- Downloading apps and searching for the right apps
- Social media
- Best use of apps and systems on the laptop for managing and editing documents
- Expenses software

Section 4 – Learning and Development Communication

Question 29 requested that Members specify how we should inform them of future training and development opportunities. Members could tick all that apply:

Email	54
Knet	4
Newsletter	4
Microsoft Teams	5
Noticeboard	5
via Groups	2
Other	3
No response	1

Other responses included face to face notification, text message and telephone options.

Question 30 was the final question and provided an open field section for Members to provide any additional feedback or suggestions, these included:

- I think this is long overdue as I have been a member for 2 years and have had no training at all referencing to the above
- With regards to Mod.gov it is to do with the lack of access to confidential annex which is the problem
- Excellent questionnaire
- We need to be more focussed around induction and continuing training in key areas while then offering developmental choices that build specialisms
- Please consider making training in smaller groups, little and often to allow good interaction

Member Development Questionnaire

About you and your role within KCC

1. In relation to Member Roles as defined in the Constitution are you an:
   (please select all that apply)
   - ☐ Executive Member
   - ☐ Non-Executive Member
   - ☐ Opposition Member
2. What do you think your role is in relation to Council Governance?
3. How can communication between Executive and Non-Executive Members be improved?

Member Development Scheduling

4. How often would you like KCC to schedule development sessions?
   - ☐ Monthly
   - ☐ Every two months
   - ☐ Quarterly
   - ☐ Bi-annually
   - ☐ Other
5. In order of preference (with 1 being your top choice), what would be your preferred format for future Member development sessions?
   - ☐ Virtual
   - ☐ Face to Face
   - ☐ E-learning
6. In order of preference (with 1 being your top choice), when would you like KCC to schedule Member development sessions?
   - ☐ Morning
   - ☐ Afternoon
   - ☐ Evening
7. Do you have work commitments outside of KCC?
   - ☐ Yes
   - ☐ No
8. On average, how many hours per week are spent on your external work commitments?
   - ☐ Up to 5 hours
   - ☐ Between 6 and 10 hours
   - ☐ Between 11 and 20 hours
   - ☐ Full time
   - ☐ Other
9. Do you have any feedback on the best way for KCC to schedule future Member Development sessions to enable you to attend without impacting your external work commitments?
10. Do you have any voluntary commitments outside of KCC?

11. On average, how many hours per week are spent o your voluntary commitments?
   - ☐ Up to 5 hours
   - ☐ Between 6 and 10 hours
   - ☐ Between 11 and 20 hours
   - ☐ Full time
   - ☐ Other
12. Do you have any feedback on the best way for KCC to schedule future Member development sessions to enable you to attend without impacting your voluntary commitments?

Tailored Training

13. Would you be interested in completing a personal development plan?
   - ☐ Yes
   - ☐ No
14. Please let us know how you would like to complete your personal development plan
   - ☐ Individually
   - ☐ With my Group Leader
   - ☐ With a KCC Officer
   - ☐ With an independent person/organisation
   - ☐ Other
15. Would you be interest in completing psychometric testing?
   - ☐ Yes
   - ☐ No
16. Would you be interested in coaching/mentoring opportunities?
   - ☐ No
   - ☐ I would like to be a recipient of coaching/mentoring from another Member
   - ☐ I would like to deliver coaching/mentoring to another Member
17. Member Development needs – "How the Council works" – please select any areas where you would welcome additional training/development
   - ☐ KCC Structures and Services
   - ☐ KCC's Strategic Priorities
   - ☐ Complaints Procedures
   - ☐ GDPR and Data Protection
   - ☐ KCC's Estate Management
   - ☐ KCC's Relationships with External Agencies and Outside Bodies
   - ☐ Local Authority Trading Companies (LATCOs)
18. Are there any topics that you would like additional training/development on, which are not covered in the "How the Council works" section above? If so, please let them below.
19. Member Development Needs – Governance - please select any areas where you would welcome additional training/development
   - ☐ KCC Constitution
   - ☐ Member and Officer Roles and Responsibilities
   - ☐ Code of Conduct and Standards

- ☐ Decision Making
- ☐ Scrutiny Processes including Call-Ins
- ☐ Outside Bodies Governance
- ☐ Leadership Skills
- ☐ Being an effective Opposition Member
- ☐ The Role of Councillor
- ☐ Role of Committee Member
- ☐ Being an effective Scrutiny Member
- ☐ Local Government Finance
- ☐ Budget Scrutiny Practices

20. Are there any topics that you would like training/development on, which are not covered in the "Governance" section above? If so please list them below.

21. Would you like tailored training/further information on the role of the KCC directorates? Please complete the question selecting any directorates where you would welcome additional training and information on the structure and remit of the directorate. This could include key contacts, casework reporting routes, etc.
- ☐ No training required
- ☐ Adult, Social Care and Health (ASCH)
- ☐ Children Young People and Education (CYPE)
- ☐ Growth, Environment and Transport (GET)
- ☐ Chief Executive's Department (CED)
- ☐ Deputy Chief Executive's Department (DCED)

22. What information would you like to know about the directorates you have selected?

23. Member Development needs – "Communication skills" - Please complete the following questions by selecting any areas where you would welcome additional training/development, and any skills or knowledge that you already have that you would be willing to share with other Members
- ☐ Communicating effectively, ensuring equality, diversity and inclusion
- ☐ Reporting writing and presentation skills
- ☐ Influencing/negotiating skills
- ☐ Conflict Management
- ☐ Public speaking
- ☐ Facilitating discussions
- ☐ Questioning skills

24. Are there any other topics that you would like additional training/development on, which are not covered in the "Communication skills" section above? If so, please list them below.

25. Member Development needs "Personal Skills" - Please complete the following questions by selecting any areas where you would welcome additional training/development, and any skills or knowledge that you already have that you would be willing to share with other Members
- ☐ Personal safety
- ☐ Stress management
- ☐ Chairing skills – this could be for an existing Chairing role or to prepare for future opportunities

- □ Time management including workload prioritisation
- □ Problem solving skills
- □ Wellbeing/ mental health awareness
- □ Media and comms training
- □ Developing inclusive practices (ensuring consideration of equality and diversity)
- □ Research skills
- □ Report analysis
- □ Plain English, spelling, punctuation and grammar
- □ Speed reading

26. Are there any topics that you would like additional training/development on, which are not covered in the "Personal Skills" section above? If so, please list them below.

27. Member Development needs – ICT – pleas select any areas where you would welcome additional training/development
    - □ Mod.gov (committee paper system)
    - □ Microsoft outlook (emails)
    - □ Email management including data protection
    - □ Microsoft Teams
    - □ Microsoft Word
    - □ Microsoft Excel
    - □ KNet

28. Are there any other ICT applications/tools that you would like additional training on, which are not covered in the "ICT" section above? If so, please list them.

Learning and Development Communication

29. How would you like to be informed of future training/development opportunities?
    - □ Email
    - □ KNet
    - □ Newsletter
    - □ Microsoft Teams
    - □ Noticeboard in Sessions House
    - □ Via Groups
    - □ Other

Any other feedback

30. Please use this space to list any additional comments, training areas or suggestions which have not already been addressed.

List of Respondents

Neil Baker	Mike Baldock	Paul Barrington-King
Paul Bartlett	David Beaney	Trevor Bond
Andy Booth	Alister Brady	David Brazier
Becki Bruneau	Steve Campkin	Tom Cannon
Susan Carey	Sue Chandler	Nick Chard
Perry Cole	Penny Cole	Nigel Collor
Gary Cooke	Derek Crow-Brown	Mel Dawkins
Mike Dendor	Lesley Game	Roger Gough
Sarah Hamilton	Jenni Hawkins	Mike Hill, OBE
Tony Hills	Sarah Hohler	Mark Hood
Sarah Hudson	Dylan Jeffrey	Andrew Kennedy
Rich Lehmann	Barry Lewis	Steve Manion
Margot McArthur	James McInroy	Jackie Meade
Derek Murphy	Peter Oakford	Lottie Parfitt-Reid
Shellina Prendergast	Oliver Richardson	Alan Ridgers
Avtar Sandhu, MBE	Charlie Simkins	Mike Sole
Paul Stepto	Dr Lauren Sullivan	Bryan Sweetland
Robert Thomas	Simon Webb	Mike Whiting
John Wright		

Respondents that completed after deadline

Clair Bell
Rosalind Binks
Dan Watkins

*Chris Passmore was not elected at the time of the survey.