



## Notice of meeting of

### Member Development Steering Group

**To:** Councillors Gunnell, Runciman and Wiseman

**Date:** Tuesday, 23 June 2009

**Time:** 4.00 pm

**Venue:** The Guildhall, York

## AGENDA

### 1. **Declarations of Interest**

At this point, Members are asked to declare any personal or prejudicial interests they might have in the business on the agenda.

### 2. **Minutes** (Pages 3 - 6)

To approve and sign the minutes of the last meeting of the Member Development Steering Group held on 6 May 2009.

### 3. **Public Participation**

At this point in the meeting, members of the public who have registered their wish to speak regarding an item on the agenda or a matter within the Group's remit can do so. The deadline for registering is **5.00 pm on Monday 22 June 2009**.

### 4. **IdEA Member Development Charter Status - Implementation Plan** (Pages 7 - 42)

This report sets out a proposed implementation plan to work towards achieving Charter Status by October 2010.

**5. Member Development Programme (Pages 43 - 58)  
2009/2010**

This report sets out the final draft of the proposed programme of Member Development events for 2009/2010.

**6. Member Development Annual Work Plan (Pages 59 - 60)**

The revised Member Development Annual Work Plan is attached for the Group's consideration.

Democracy Officer:

Name: Laura Bootland

Contact details:

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- E-mail – [laura.bootland@york.gov.uk](mailto:laura.bootland@york.gov.uk)

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above

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### **Holding the Executive to Account**

The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Decision Session) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

### **Scrutiny Committees**

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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City of York Council

Committee Minutes

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MEETING	MEMBER DEVELOPMENT STEERING GROUP
DATE	6 MAY 2009
PRESENT	COUNCILLORS POTTER, RUNCIMAN AND WISEMAN

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**1. ELECTION OF CHAIR**

RESOLVED: That Cllr Runciman be elected to act as Chair of the Steering Group.

**2. DECLARATIONS OF INTEREST**

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda.

Cllr Runciman declared a personal, non prejudicial interest in the business generally, as an IDeA Member Peer.

Cllr Potter declared a personal, non prejudicial interest in the business generally, as an IDeA Member Peer and a Peer Challenger.

**3. PUBLIC PARTICIPATION**

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

**4. MEMBER DEVELOPMENT CHARTER**

Members received a verbal report from Mike Leitch, a consultant for Local Government Yorkshire and Humber, on the issues involved in working towards the achievement of Charter status.

Mr Leitch outlined the purpose of the Charter standard, which had been introduced as a national scheme in 2000 in order to raise the profile of Member training, to provide a structure and format for training delivery and to ensure the provision of Member-led training. Yorkshire and the Humber was a leading region in this area of work, with 13 authorities in the region already holding Charter status. The process of gaining Charter status required the Council to make a formal declaration, to create a Steering Group, and to undergo an assessment, which would be carried out by himself and selected Members from another council in the region. However, it was not simply a matter of 'ticking boxes', the aim being rather to tailor the provision of training and development to suit the particular needs of the authority and its Members. The assessors would be looking for evidence of progress made by the authority against the assessment

criteria, which had recently been revised. This evidence could include the minutes of the Steering Group, as well as improvements made over time in areas such as Members' Personal Development Plans (PDPs).

During their discussion, Members noted that, although a considerable amount of work had been carried out in York on Member development over the years, it had not been formally 'captured'. They accepted the need for Member-led training and the increasing demand for internet courses and remote IT access but took the view that a mixed media approach was needed to training delivery and that PDPs should be conducted by an independent consultant, to ensure consistency.

RESOLVED: (i) That the verbal report be noted and that Mike Leitch be thanked for his attendance.

(ii) That a copy of the revised assessment criteria be circulated to Members of the Steering Group.<sup>1</sup>

REASON: For information and to assist the Group in their work.

Action Required

1. Circulate revised criteria to Steering Group Members AEO

**5. TERMS OF REFERENCE AND 2009/10 ANNUAL WORK PLAN FOR THE STEERING GROUP**

Members considered a report which reminded them of the terms of reference for the Member Development Steering Group, as agreed at Full Council on 2 April 2009 (Annex A), and presented a proposed annual Work Plan for the Group in 2009/10 (Annex B).

The Work Plan set out key actions in the Member Training and Development annual cycle and the Charter Implementation Plan. To ensure a structured approach to training and development, the Steering Group would report three times per year to the Standards Committee, which could then pass on any recommendations in respect of funding etc. to Full Council.

The Group queried whether 360° appraisals (included in the Plan for consideration in June) were suitable for use with Members. They noted that it would be helpful to have an external advisor (such as Mike Leitch) present at future meetings and drew attention to the need to capture the development work being carried out by Members themselves, both within political groups and via the IDeA Peer process.

RESOLVED: (i) That the Annual Work Plan at Annex B to the report be approved.

(ii) That a copy of the Charter Implementation Plan be circulated to Members of the Steering Group.<sup>1</sup>

(iii) That Mike Leitch be invited to provide advice to Officers on documentation to be considered by the Steering Group and to attend meetings when required.<sup>2</sup>

REASON: To ensure a structured and informed approach to the work of the Steering Group.

Action Required

1. Circulate Charter Implementation Plan to Steering Group Members AEO
2. Liaise with Mike Leitch re advice and attendance at future meetings AEO

**6. MEMBER DEVELOPMENT PROGRAMME 2009/2010**

Members considered a report which presented a draft programme of Member Development events for the year 2009/10.

Members made some initial comments on the draft programme, whilst noting that they would need to discuss it further with their groups. In particular, they commented that:

- The programme did not include any Planning training events.
- The 'Looking after the Children' session scheduled for July should not be delivered by Cllr Runciman, although she could chair the session.
- A separate session on Safeguarding Children should be included in the programme, to be delivered by the Chair of the Safeguarding Board and the Safeguarding Manager.

RESOLVED: That the draft programme be e-mailed to Steering Group Members to enable them to discuss the programme with their groups and provide a response in time for consideration at the next meeting.<sup>1</sup>

REASON: So that the programme can be finalised after appropriate consultation with Members.

Action Required

1. E-mail draft programme to Steering Group Members, giving deadline for responses AEO

**7. DATES OF FUTURE MEETINGS 2009-2010**

Members received a list of scheduled future meetings of the Group for the year 2009/10. The start time for each meeting would be 4:00 pm.

RESOLVED: That the list of scheduled meetings be noted and approved.

REASON: For information.

C Runciman, Chair

[The meeting started at 4.00 pm and finished at 5.30 pm].





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## Member Development Steering Group

23 May 2009

Report of the Head of Civic Legal and Democratic Services

### **IdEA Member Development Charter Status – Implementation Plan**

This report sets out a proposed implementation plan to work towards achieving Charter Status by October 2010.

#### **Background**

- 1 At the last meeting in May 2009, the Steering Group received a brief overview from Mike Leitch, consultant to the Yorkshire & Humber Local Government Region, on what was required to achieve Charter Status. An implementation plan has subsequently been prepared setting out the key actions and steps required to gain Charter status by October 2010.

#### **Implementation Plan and Self-Assessment**

2. Attached at Annex A is the proposed Implementation Plan upon, which Mike Leitch has been consulted to ensure it is practical and flexible enough to meet the required elements for Charter status.
3. The Plan sets out what key actions are required against the latest Self-Assessment template for achieving the Charter and cross references relevant sections of the template. The up to date version of the template is attached for Members' perusal at Annex B.
4. It is essential to have an achievable plan in place to set appropriate targets up to October 2010. It will then guide our progress along the way. Periodic updates on progress can be received at future Working Group meetings if necessary.

#### **Consultation**

5. Consultation is taking place with Mike Leitch on the content of the proposed implementation plan to ensure it meets the essential requirements of the self-assessment template. Any comments received will be reported at the meeting.

#### **Options**

The following options are available to Members:

6. (a) to agree the Implementation Plan as set out in Annex A;

(b) to agree a plan revised as appropriate further to any comments made at the meeting or any comments received from Mike Leitch.

## **Corporate Strategy 2009/12**

7. Providing a clear, consistent framework for developing and training Members fits with the Council's ambitions in its refreshed Corporate Strategy to make York a learning city.

## **Implications**

8. There are no direct financial, human resources, legal, property, crime & disorder or other implications associated with this report as such. However, it should be noted that there will resource and equalities implications as the work progresses. There will be staffing implications in undertaking and supporting this work, given that the majority of support will come from the Senior Member Support Officer, who has many other responsibilities on a day to day basis. However, efforts are being made to recruit a part-time Member Support & Development Officer to work with the Senior Member Support Officer on this and other tasks.

Equally, there will be equalities implications since some of the assessment requirements are specifically about access, relating not only to meetings and development opportunities but to decision making processes. For that reason, the plan specifically suggests undertaking an Equalities Impact Assessment on this work and any policy or working documents we are required to produce.

## **Risk Management**

9. If members do not agree an implementation plan with clearly defined actions for achieving Charter status, there is a risk the proposed timetable of working towards October 2010 will fail. Consequently, the decision taken by the Executive for the Council to achieve this status would not be implemented.

Equally, it is essential to remember why Council initially established this Steering Group, which was fundamentally to develop and integrate training for members within the Council. Working towards that engagement and integration is this Group's main priority and achieving Charter status needs to be seen as a part of that process and not the primary driver.

## **Recommendation**

10. It is recommended the Member Development Steering Group approve the attached Implementation Plan for achieving Charter status by October 2010, as amended or otherwise.

**Contact Details**

**Author:**

Amanda Oxley  
Senior member Support Officer

**Chief Officer Responsible for the report:**

Quentin Baker  
Head of Civic Democratic and Legal Services

Dawn Steel  
Democratic Services Manager

**Report Approved**

**Date** 12 June 2009

**Specialist Implications Officer(s)**

**Wards Affected:**

**All**

**For further information please contact the author of the report**

**Background Papers:**

None.

**Annexes:**

Annex A – Implementation Plan  
Annex B – Self Assessment Template

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## Member Development Charter Implementation Plan

	Action	Action Owner	Consider by MDSG	Relevant Charter section
C.1	Develop and agree Policy statement <ul style="list-style-type: none"> <li>• Endorsement to Group Leaders sign off by LGYH (awaited) this is to be used as a preface to the Policy Statement</li> </ul>	AO/DS	Ongoing Sept 09	Section 1.2
C.2	Develop and agree Member Development Strategy to include equality/access statement	DS/AO	September 09 Council October	Section 1.1 Section 5.1 Need to EIA this Evie to assist!
C.3	Develop and Agree Annual Member Development Programme ensuring activities have clearly stated purpose and objectives and take into account equality of access when scheduling/organising events and include: <ul style="list-style-type: none"> <li>• Personal development plans for each Member</li> <li>• Pre Council seminars</li> <li>• Formal training events (general)</li> <li>• Formal training events (role specific)</li> <li>• Shared training opportunities (other Councils/partners)</li> <li>• External opportunities (Leadership Academy)</li> <li>• E-learning</li> <li>• Mentoring (internal/external)</li> <li>• Information sharing opportunities (e.g. feedback on courses/events )</li> </ul>	AO/DS	End June 09	Section 1.6 Section 2.4 Section 2.6 (shared learning) Section 2.7 (induction)  Section 2.8 : Political and team development?  Section 3.1 Section 3.2  Section 3.3   Section 3.4 Section 3.5

	Action	Action Owner	Consider by MDSG	Relevant Charter section
C4	Personal Development Plans (PDP) offered to all members <ul style="list-style-type: none"> <li>• Ensure regular assessment of individual Member development needs measured against the Political Skills Framework</li> <li>• Contact Eleanor Hayward or alternative provider</li> </ul>	AO	August 09	Section 2.4
C5	Establish and agree clear description of role for members	DS/AO	Sept 09	Section 2.3
C5	Agree system to monitor and report PDP uptake and training attendance (for reporting to MDSG)	AO	Sept 09	
C6	Evaluation and feedback <ul style="list-style-type: none"> <li>• Set a strategy to monitor effectiveness of induction training &amp; personal development planning</li> <li>• Produce annual monitor to MDSG/Council/S Committee</li> </ul>	DS/AO  AO	Nov 09	Section 2.9 Section 3.2 Section 4.1 Section 4.3  Section 4.4
C7	Access and Equalities  EIA on the following: <ul style="list-style-type: none"> <li>• Policy</li> <li>• Member Development Programme</li> <li>• evaluation strategy</li> <li>• access to meetings &amp; decision making</li> </ul> Review the following: <ul style="list-style-type: none"> <li>• Allowances/support available e.g. dependent carers</li> <li>• IT provision</li> </ul>	AO EC DS	Through-out          Jan 2010	Section 1.3 Section 3.4 Section 5.1 Section 5.2          Section 5.1

	<ul style="list-style-type: none"><li>• Admin/research support</li><li>• Casework support</li></ul>			
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	Action	Action Owner	Consider by MDSG	Notes/cross reference to Charter section
C8	<p>Communication Plan</p> <ul style="list-style-type: none"> <li>Dissemination of Policy Statement and Member Development Policy</li> <li>Member Development Evaluation &amp; Feedback Strategy</li> <li>Update content of web pages</li> <li>monthly email of training opportunities/update web pages</li> </ul>	<p>DS/AO</p> <p>AO</p> <p>AO</p>	<p>Nov 09</p>	<p>Section 1.2</p> <p>Section 2.5</p> <p>Section 4.2 (info sharing)</p>
C9	<p>Role in promoting citizenship and community leadership</p> <ul style="list-style-type: none"> <li>Develop events around Local Democracy Week led by the MDWG (resource implications?)</li> <li>Develop Role of Member Champions</li> </ul>	<p>AO</p> <p>AO/DS</p>	<p>Sept 09</p>	<p>Section 5.3</p>
C10	<p>Sign up to Member Development Charter</p> <ul style="list-style-type: none"> <li>Sign the charter pledge Group Leaders/Chief Exec</li> <li>Prepare for and organise Pre-assessment visit</li> <li>Gathering of evidence</li> <li>Final assessment</li> </ul>	<p>AO</p> <p>AO</p> <p>AO</p> <p>AO</p>	<p>March 09</p> <p>Jan 2010</p> <p>May 09 onwards</p> <p>August 2010</p>	





### MEMBER DEVELOPMENT CHARTER & CHARTER PLUS SELF ASSESSMENT TEMPLATES

These templates aim to help councils that sign up to aspire to the principles of the Charter for Member Development. They provide guides for self assessment and for drawing up an action plan to achieve the required award. Councils wanting to use their own action planning format should do so.

Whichever style of action plan is used it should identify:

- future planned action
- when action is expected to be completed
- who is responsible for the action
- who is responsible for monitoring implementation of the action plan

Councils may find it useful to have a team of people responsible for pulling the action plan together, such as the all party member development group with officer support.

Those responsible for drawing up the action plan should look at each point on the 'Guidelines' and 'What this means in practice' and ask

1. 'What evidence do we have that suggests we are following good practice?'
2. What action do we need to take, if any, to follow good practice or continuously improve? (Taking account of any resource implications and constraints)
3. When will this action be taken by?
4. Who will be responsible for the action?

A named person should be identified as being responsible for monitoring the action plan.

The 'Examples of Evidence' given in the Good Practice Guidance may help in identifying action to take, however the examples are not a requirement and councils must decide on action that best fits their particular circumstances.

### MEMBER DEVELOPMENT CHARTER - SELF ASSESSMENT TEMPLATE

#### 1. Commitment to member development

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION	EVIDENCE / ACTION	BY WHEN	BY WHO
1.1 Top political and managerial leadership commitment to development of elected members	The political and managerial leadership can describe strategies put into place to develop elected members in order to improve the council's performance.	<ul style="list-style-type: none"> <li>• Clear commitment from the top political and managerial leadership</li> <li>• Signed commitment to member development and action plan</li> <li>• Established all party training and development task group</li> <li>• There is a clear strategy</li> </ul>	<i>Evidence:</i>  <i>Action:</i>		
1.2 Policy statement	The council has a written statement, issued to all members, specifying its policy on member development in terms of equality of opportunity, priority development areas and named member and officers responsible.	<ul style="list-style-type: none"> <li>• statement of commitment</li> <li>• Policy easily accessible to members</li> </ul>	<i>Evidence:</i>  <i>Action:</i>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION	EVIDENCE / ACTION	BY WHEN	BY WHO
1.3 Equality of opportunity and access to learning and development	The political and managerial leadership can describe specific actions that they take to ensure equality of opportunity, and access to learning, in the development of elected members.	<ul style="list-style-type: none"> <li>• Timing of events takes account of cultural and personal circumstances</li> <li>• Assessment of members needs</li> </ul>	<i>Evidence:</i>  <i>Action:</i>		
1.4 Budget	The council has allocated a budget for member development which is adequate to address priority and other development needs.	<ul style="list-style-type: none"> <li>• Budget is explicit and clearly identified and monitored</li> </ul>	<i>Evidence:</i>  <i>Action:</i>		
1.5 Officer resource support	An officer of the council has responsibility, which is time resourced and in their job description, for co-ordinating member development.	<ul style="list-style-type: none"> <li>• Members confirm that there is an officer who supports their learning</li> </ul>	<i>Evidence:</i>  <i>Action</i>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION	EVIDENCE / ACTION	BY WHEN	BY WHO
1.6 Dissemination of learning	The political and managerial leadership can provide examples of learning among elected members, and of promoting exchange of information, as part of encouraging a learning organisation culture.	<ul style="list-style-type: none"> <li>• Member champions in certain topics / functions</li> <li>• Joint officer/member development is offered when appropriate</li> </ul>	<i>Evidence:</i>  <i>Action</i>		

## 2. Strategic approach to member development

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM REQUIREMENT	EVIDENCE / ACTION	BY WHEN	BY WHO
2.1 Member led strategy	Representative members are involved in the formulation, implementation, monitoring and evaluation of member development strategies, possibly through an established all party task group or other all party committee.	<ul style="list-style-type: none"> <li>Decisions about member development are taken by some form of formally constituted body of members</li> </ul>	<i>Evidence:</i>  <i>Action</i>		
2.2 Linkage to council corporate plan	Political and managerial leadership are actively involved in identifying priority organisational development needs which link council's aims and objectives to the development of elected members.	<ul style="list-style-type: none"> <li>Strategy identifies priority development needs and makes clear links with council's aims and objectives</li> </ul>	<i>Evidence:</i>  <i>Action</i>		
2.3 Member roles clearly set out	The various representative roles of elected members are clearly specified and members are able to describe how they contribute to achieving the council's objectives.	<ul style="list-style-type: none"> <li>Members demonstrate an understanding of the skills and knowledge required in their ward and council wide roles</li> </ul>	<i>Evidence:</i>  <i>Action</i>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM REQUIREMENT	EVIDENCE / ACTION	BY WHEN	BY WHO
2.4 Process for identification of needs at individual and Council wide level	The council has a structured process for regularly assessing elected member development needs at the individual and council wide levels.	<ul style="list-style-type: none"> <li>System / process exists to identify individual and organisational development needs</li> </ul>	<i>Evidence:</i>  <i>Action</i>		
2.5 Structured and timely approach to promoting development opportunities	Members confirm that they receive appropriate and adequate notice of development opportunities to allow them to plan in advance.	<ul style="list-style-type: none"> <li>Timetable of learning opportunities</li> </ul>	<i>Evidence:</i>  <i>Action</i>		
2.6 Appropriately learn with external partners	Political and managerial leadership can provide examples of action taken to encourage joint development opportunities for elected members and external partner organisations.	<ul style="list-style-type: none"> <li>Programmes using external (partner) support for developing members</li> </ul>	<i>Evidence:</i>  <i>Action</i>		
2.7 Strategy for Induction	Elected members who are new to the council, and those new to a particular role, confirm that they received a structured and effective induction.	<ul style="list-style-type: none"> <li>Induction strategy and programme of events</li> <li>Induction programme for new councillors</li> </ul>	<i>Evidence:</i>  <i>Action</i>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM REQUIREMENT	EVIDENCE / ACTION	BY WHEN	BY WHO
2.8 Addresses political leadership and team development	Top political leadership are actively involved in defining the council's approach both to effective political leadership (for current and prospective leaders) and to team development.	<ul style="list-style-type: none"> <li>• Development is a standing item on Exec agendas</li> <li>• Members are able to discuss development needs in confidence</li> </ul>	<i>Evidence:</i>  <i>Action</i>		
2.9 Mechanisms for evaluation, and informing future plans, identified.	The council has systems in place that effectively evaluate the benefits from elected member development and identify areas for improvement.	<ul style="list-style-type: none"> <li>• Written up outline approach to evaluate elected member training and development with named member and officer responsibilities</li> </ul>	<i>Evidence:</i>  <i>Action</i>		

### 3. Member learning and development plan in place

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM REQUIREMENT	EVIDENCE / ACTION	BY WHEN	BY WHO
3.1 Addresses development priorities	The council draws up plans to meet, training and development needs identified as a priority in helping it to achieve corporate aims and objectives.	<ul style="list-style-type: none"> <li>• Reports or other paperwork indicating training provision to meet priority needs</li> </ul>	<i>Evidence:</i>  Action		
3.2 Identify what development activities should achieve	The council can demonstrate that elected member training and development activities have well defined and focused objectives.	<ul style="list-style-type: none"> <li>• Development programme has clear objectives</li> </ul>	<i>Evidence:</i>  Action		
3.3 Takes account of access to development opportunities	The council organises events at various times, to allow for access by those with work or family commitments, and utilises a range of methods to meet learning needs.	<ul style="list-style-type: none"> <li>• Training programmes indicate development opportunities available at a range of times allowing access by different groups including those who work</li> </ul>	<i>Evidence:</i>  Action		



GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM REQUIREMENT	EVIDENCE / ACTION	BY WHEN	BY WHO
3.4 Linkage between Individual plans and the council's corporate and other plans	Individual elected members can describe their learning needs and how these link into function and corporate aims and objectives.	<ul style="list-style-type: none"> <li>Those responsible for member training and development can describe how they regularly identify individual training needs and how these link in to the council's corporate and other plans</li> </ul>	<i>Evidence:</i>  Action		
3.5 Representative elected members consulted	The council has an open and constructive relationship on elected member development with representatives from the various political / non-political groups.	<ul style="list-style-type: none"> <li>Evidence that all groups on the council are consulted on the training plan</li> </ul>	<i>Evidence:</i>  Action		

#### 4. Learning and development is effective in building capacity

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM REQUIREMENT	EVIDENCE / ACTION	BY WHEN	BY WHO
4.1 Members learn and develop effectively	The top political and managerial leadership can consistently give tangible examples of how development of elected members has improved the performance of the council, functions and individuals.	<ul style="list-style-type: none"> <li>Examples of end of event questionnaires</li> </ul>	<i>Evidence:</i>  Action		
4.2 Learning is shared with other elected members and where appropriate with officers and stakeholders.	Elected members can give examples of how they have been encouraged to learn, and to share the learning with others, so as to improve their own performance and that of others.	<ul style="list-style-type: none"> <li>Elected members can describe how they have learnt from or shared their learning with their peers, officers and others</li> </ul>	<i>Evidence:</i>  Action		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM REQUIREMENT	EVIDENCE / ACTION	BY WHEN	BY WHO
4.3 Investment in learning and development is evaluated in terms of benefits and impact	The council can demonstrate that it periodically evaluates the cost and benefits of member training and development and the impact it has had on performance.	<ul style="list-style-type: none"> <li>Evaluation strategy in place</li> <li>Reports to top political and managerial leadership showing regular analysis of costs of and benefits from member training and development</li> </ul>	<i>Evidence:</i>  Action		
4.4 Identifies (and implements) improvements to learning and development activities	People confirm that the council is genuinely committed to the continuous development of elected members and can give examples of relevant and timely improvements that have been made to development activities.	<ul style="list-style-type: none"> <li>Minutes of meetings, reports etc providing examples of improvements to learning</li> </ul>	<i>Evidence:</i>  Action		

### 5. Supporting Councillors

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM REQUIREMENT	EVIDENCE / ACTION	BY WHEN	BY WHO
5.1 Councillors are provided with an appropriate level and range of support	The council regularly assesses how it can assist those with family responsibilities in terms of suitable allowances and support.	<ul style="list-style-type: none"> <li>Councillors speak openly of feeling genuinely supported and enabled</li> </ul>	<i>Evidence:</i>  Action		
5.2 Reviews how council business is conducted to allow for equality of access to key political decision making mechanisms	The council regularly reviews how it conducts its business, in terms of when meetings are held and access based on a clear understanding of diversity, so that elected members or potential members, are able to take part in the democratic process.	<ul style="list-style-type: none"> <li>Council diary - times of meetings include both day and evening so that members can discharge their duties in such a way so as not to sacrifice family and employment responsibilities</li> <li>Council diary - scheduling meetings takes account of cultural and faith commitments</li> </ul>	<i>Evidence:</i>  Action		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM REQUIREMENT	EVIDENCE / ACTION	BY WHEN	BY WHO
5.3 Holds events for the community to encourage people to become community leaders.	The council actively encourages citizenship, and publicises the role of elected members as community leaders, as part of promoting local democracy and encouraging under represented groups to take up office.	<ul style="list-style-type: none"> <li>Local democracy week action plan, programme of activities and review</li> </ul>	<i>Evidence:</i>  Action		

### MEMBER DEVELOPMENT CHARTER PLUS - SELF ASSESSMENT TEMPLATE

#### 1. Commitment to member development

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
1.1 Top political and managerial leadership commitment to development of elected members	The political and managerial leadership can describe strategies put into place to develop elected members in order to improve the council's performance.	<ul style="list-style-type: none"> <li>• Portfolio-holder has responsibility for members development</li> <li>• Clear commitment from top political and managerial leadership to share development opportunities across local government tiers (including with parish &amp; town councils)</li> <li>• Members' handbook exists and includes key internal and external contacts at corporate and ward level.</li> <li>• Evidence that all-party training and development task group meet on regular basis</li> <li>• Evidence that the Policy is regularly reviewed</li> <li>• MDTG has clear links to a portfolio and portfolio holder. Cabinet member with responsibility is on the MDTG</li> </ul>	<p><i>Evidence:</i></p> <p><i>Action:</i></p>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
1.2 Policy statement	The council has a written statement, issued to all members, specifying its policy on member development in terms of equality of opportunity, priority development areas and named member and officers responsible.	<ul style="list-style-type: none"> <li>Evidence that the Policy is regularly reviewed</li> </ul>	<i>Evidence:</i>  <i>Action:</i>		
1.3 Equality of opportunity and access to learning and development	The political and managerial leadership can describe specific actions that they take to ensure equality of opportunity, and access to learning, in the development of elected members.	<ul style="list-style-type: none"> <li>The development programme includes a range of delivery methods to meet the different learning styles of members</li> </ul>	<i>Evidence:</i>  <i>Action:</i>		
1.4 Budget	The council has allocated a budget for member development which is adequate to address priority and other development needs.	<ul style="list-style-type: none"> <li>Evidence that the budget is properly reviewed, set and prioritised by the cross party task group (see 1.1)</li> </ul>	<i>Evidence:</i>  <i>Action:</i>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
1.5 Officer resource support	An officer of the council has responsibility, which is time resourced and in their job description, for co-ordinating member development.	<ul style="list-style-type: none"> <li>Member development and support staff have access to their own on-going professional development</li> <li>Member development and support staff are involved in regional and national learning networks</li> </ul>	<i>Evidence:</i>  <i>Action</i>		
1.6 Dissemination of learning	The political and managerial leadership can provide examples of learning among elected members, and of promoting exchange of information, as part of encouraging a learning organisation culture.	<ul style="list-style-type: none"> <li>Examples of how learning is shared with other authorities across the tiers of local government including Parish / Town Councils.</li> <li>Mentoring opportunities, using internal or external mentors are available.</li> <li>Support is provided to internal mentors</li> </ul>	<i>Evidence:</i>  <i>Action</i>		



## 2. Strategic approach to member development

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
2.1 Member led strategy	Representative members are involved in the formulation, implementation, monitoring and evaluation of member development strategies, possibly through an established all party task group or other all party committee.	<ul style="list-style-type: none"> <li>Robust evaluation process is in place and can be evidenced</li> <li>Evidence that evaluation feedback contributes to review and further development of the strategy</li> </ul>	<i>Evidence:</i>  <i>Action</i>		
2.2 Linkage to council corporate plan	Political and managerial leadership are actively involved in identifying priority organisational development needs which link council's aims and objectives to the development of elected members.	<ul style="list-style-type: none"> <li>Evidence that a review and discussion takes place with CMT/Exec at least once per year</li> </ul>	<i>Evidence:</i>  <i>Action</i>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
2.3 Member roles clearly set out	The various representative roles of elected members are clearly specified and members are able to describe how they contribute to achieving the council's objectives.	<ul style="list-style-type: none"> <li>• Member role descriptions exist and are maintained for all key roles including ward councillor</li> <li>• Role descriptions are used to help identify development needs</li> <li>• Evidence that members are clear about               <ul style="list-style-type: none"> <li>○ The role of partner bodies (e.g. LSPs)</li> <li>○ The role of other stakeholder bodies (e.g. Primary Care Trust)</li> <li>○ Their own role on partner bodies</li> <li>○ Their own role in relation to other stakeholder bodies</li> </ul> </li> </ul>	<p><i>Evidence:</i></p> <p><i>Action</i></p>		
2.4 Process for identification of needs at individual and Council wide level	The council has a structured process for regularly assessing elected member development needs at the individual and council wide levels.	<ul style="list-style-type: none"> <li>• All councillors are offered PDPs and the majority of councillors take them up.</li> <li>• Evidence of outcomes from PDPs</li> <li>• Council has piloted a 360 diagnostic</li> </ul>	<p><i>Evidence:</i></p> <p><i>Action</i></p>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
2.5 Structured and timely approach to promoting development opportunities	Members confirm that they receive appropriate and adequate notice of development opportunities to allow them to plan in advance.	<ul style="list-style-type: none"> <li>Annual programme of development activities published and circulated to all councillors through a variety of channels</li> <li>Evidence that briefing sessions and materials are provided and publicised on emerging issues (e.g. legislative changes, government white papers)</li> </ul>	<i>Evidence:</i>  <i>Action</i>		
2.6 Appropriately learn with external partners	Political and managerial leadership can provide examples of action taken to encourage joint development opportunities for elected members and external partner organisations.	<ul style="list-style-type: none"> <li>Development opportunities are made available across the local government tiers</li> <li>External partners are involved in relevant training sessions</li> </ul>	<i>Evidence:</i>  <i>Action</i>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
2.7 Strategy for Induction	Elected members who are new to the council, and those new to a particular role, confirm that they received a structured and effective induction.	<ul style="list-style-type: none"> <li>• Pre-election briefings for candidates to explain process and role of councillor</li> <li>• Induction programme for new councillors including those following a by-election</li> <li>• Programme is evaluated after each induction and members views and input sought as part of the evaluation.</li> <li>• A post induction meeting to be held with new members after 6 months to identify and gaps in development and support</li> <li>• All new members are offered some form of mentoring</li> <li>• Induction programme links to PDP process and on-going development programme</li> </ul>	<p><i>Evidence:</i></p> <p><i>Action</i></p>		
2.8 Addresses political leadership and team development	Top political leadership are actively involved in defining the council's approach both to effective political leadership (for current and prospective leaders) and to team development.	<ul style="list-style-type: none"> <li>• All portfolio holders and spokespersons have undertaken development appropriate to their portfolio area.</li> <li>• Evidence of a programme to develop the next generation of leaders</li> </ul>	<p><i>Evidence:</i></p> <p><i>Action</i></p>		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
2.9 Mechanisms for evaluation, and informing future plans, identified.	The council has systems in place that effectively evaluate the benefits from elected member development and identify areas for improvement.	<ul style="list-style-type: none"> <li>• Robust evaluation process is in place and can be evidenced</li> <li>• Some form of impact assessment at the community level exists and is used (e.g. by asking for feedback from partners)</li> </ul>	<i>Evidence:</i>  <i>Action</i>		

### 3 Member learning and development plan in place

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
3.1 Addresses development priorities	The council draws up plans to meet, training and development needs identified as a priority in helping it to achieve corporate aims and objectives.	<ul style="list-style-type: none"> <li>Individual councillors are able to articulate how their training &amp; development has contributed to overall corporate aims and objectives</li> </ul>	<i>Evidence:</i>  Action		
3.2 Identify what development activities should achieve	The council can demonstrate that elected member training and development activities have well defined and focused objectives.	<ul style="list-style-type: none"> <li>PDP process is in place</li> <li>Development programme has clear, measurable objectives</li> <li>Members can identify positive outcomes as a result of their development programme.</li> </ul>	<i>Evidence:</i>  Action		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
3.3 Takes account of access to development opportunities	The council organises events at various times, to allow for access by those with work or family commitments, and utilises a range of methods to meet learning needs.	<ul style="list-style-type: none"> <li>• Development opportunities include:               <ul style="list-style-type: none"> <li>○ Mentoring</li> <li>○ Distance learning materials</li> <li>○ E-learning methods</li> <li>○ Internal and external training sessions</li> </ul> </li> <li>• At least 90% of all councillors feel they have adequate access to development opportunities</li> </ul> <p>Individuals understand their role in the process and feel involved.</p>	<p><i>Evidence:</i></p> <p>Action</p>		
3.4 Linkage between individual plans and the council's corporate and other plans	Individual elected members can describe their learning needs and how these link into function and corporate aims and objectives.	<ul style="list-style-type: none"> <li>• Linkages are evaluated</li> <li>• There is evidence that members can articulate the link between their PDP and the corporate objectives, with reference to particular roles and responsibilities</li> </ul>	<p><i>Evidence:</i></p> <p>Action</p>		
3.5 Representative elected members consulted	The council has an open and constructive relationship on elected member development with representatives from the various political / non-political groups.	<ul style="list-style-type: none"> <li>• Development is a regular item on all political group agendas</li> <li>• All groups will identify member development champions</li> </ul>	<p><i>Evidence:</i></p> <p>Action</p>		

#### 4. Learning and development is effective in building capacity

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
4.1 Members learn and develop effectively	The top political and managerial leadership can consistently give tangible examples of how development of elected members has improved the performance of the council, functions and individuals.	<ul style="list-style-type: none"> <li>• Clear process showing how end of event evaluation feeds into impact evaluation and to review and development of the training programme</li> <li>• Evidence of post-event follow-up evaluation to assess performance change (e.g. through PDP process)</li> </ul>	<i>Evidence:</i>  Action		
4.2 Learning is shared with other elected members and where appropriate with officers and stakeholders.	Elected members can give examples of how they have been encouraged to learn, and to share the learning with others, so as to improve their own performance and that of others.	<ul style="list-style-type: none"> <li>▪ Mentoring agreements are in place</li> <li>• Members report back to group on conferences and external development opportunities</li> </ul>	<i>Evidence:</i>  Action		



GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
4.3 Investment in learning and development is evaluated in terms of benefits and impact	The council can demonstrate that it periodically evaluates the cost and benefits of member training and development and the impact it has had on performance.	<ul style="list-style-type: none"> <li>• All councillors leaving mid-term (ie between elections) or not seeking re-election are offered an exit interview</li> <li>• Clear evidence that findings from exit interviews are fed into the review process</li> </ul>	Evidence:  Action		
4.4 Identifies (and implements) improvements to learning and development activities	People confirm that the council is genuinely committed to the continuous development of elected members and can give examples of relevant and timely improvements that have been made to development activities.	<ul style="list-style-type: none"> <li>▪ Examples can be given of changes made as a result of feedback and evaluation</li> </ul>	Evidence:  Action		

## 5. Supporting Councillors

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
5.1 Councillors are provided with an appropriate level and range of support	The council regularly assesses how it can assist those with family responsibilities in terms of suitable allowances and support.	<ul style="list-style-type: none"> <li>• Evidence that support arrangements for councillors are reviewed on a regular basis and that this review covers support needs of all councillors are assessed including               <ul style="list-style-type: none"> <li>○ ICT provision and support</li> <li>○ Administrative and secretarial support (incl. diary management)</li> <li>○ Research</li> <li>○ Casework</li> </ul> </li> <li>• All councillors have equal access to council premises, facilities and systems</li> </ul>	<i>Evidence:</i>  Action		

GUIDELINES	WHAT THIS MEANS IN PRACTICE	MINIMUM EXPECTATION (in addition to Charter requirement)	EVIDENCE / ACTION	BY WHEN	BY WHO
5.2 Reviews how council business is conducted to allow for equality of access to key political decision making mechanisms	The council regularly reviews how it conducts its business, in terms of when meetings are held and access based on a clear understanding of diversity, so that elected members or potential members, are able to take part in the democratic process.	<ul style="list-style-type: none"> <li>Evidence that council reviews its arrangements and timings of meetings and the way it conducts its business to take account of cultural, faith, travel needs and family commitments of councillors and open up the role to as many people as possible including those in employment</li> </ul>	<i>Evidence:</i>  Action		
5.3 Holds events for the community to encourage people to become community leaders.	The council actively encourages citizenship, and publicises the role of elected members as community leaders, as part of promoting local democracy and encouraging under represented groups to take up office.	<ul style="list-style-type: none"> <li>Evidence that the Council takes an active role in promoting local democracy</li> <li>Council provides information on the electoral process including pre-election events to promote the role of the councillor in a non-partisan way</li> <li>Evidence that the Council is building links with local businesses and employers to promote the role of the councillor</li> <li>Likewise with young people's groups</li> </ul>	<i>Evidence:</i>  Action		

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## **Member Development Steering Group**

**23 June 2009**

Report of the Head of Civic Legal and Democratic Services

## **Member Development Programme 2009/2010**

### **Summary**

1. Further to the last meeting of the Steering Group in May 2009, this report sets out the final draft of the proposed programme of Member Development events for 2009/2010

### **Background**

2. The last full programme of development events for members took place throughout 2007 following the elections. Following this intensive period subsequent training has been arranged on an as and when basis on topics such as, Planning, Risk Management, Partnership Working, Scrutiny, Data Protection and Member/Officer Relationships.
3. As a part of good practice and the sequence of events required to achieve ID&eA Member Development Charter Status, the involvement of this Steering Group is essential in establishing an integral Annual Development Programme for Members.
4. Once produced and running effectively, the evaluation of the programme and attendance at development sessions by members will be monitored regularly by the Steering Group as part of a comprehensive approach towards the programme and seeking corporate and Member engagement with it.

### **Annual Programme of Development Events 2009/2010**

5. Attached is the final draft programme for 2009/2010 (Annex A) on which members further comments and suggestions are welcome. Some revisions have been made further to comments made at the last meeting and some other practical changes have also been made since the last draft. All the suggested changes can be explained in detail at the meeting, as Members go through the attached programme.

## **Additional Development Support and Opportunities**

The following additional opportunities and support for Members referred to below remain unchanged. However, Members attention is drawn below to the specific appointment of a consultant to undertake Personal Development Plans for Members.

### **6. Personal Development Plans (PDP's)**

At the last meeting, Members discussed the concept of personal development planning for Members and offered their support to continue the practice operated in recent years to appoint an independent external consultant to undertake Personal Development Interviews with Members.

To be meaningful and useful to Members assuming new roles after the recent Annual Council Meeting, it is essential that PDPs take place in July/August. Any specific training issues which emerge from PDPs in that time and not already covered within the proposed programme, can be revisited for inclusion if appropriate within the programme. In any event, a summary of feedback from PDPs undertaken will, of course, be presented to this Steering Group.

In the meantime, one or more consultants need to be commissioned by the Council to undertake the interviews. Details of expressions of interest received from experienced consultants are attached at Annex B incorporating appropriate fees and brief biographies (which the potential consultants involved are happy to provide in public)

Members are asked to select an appropriate consultant to undertake these interviews, including the necessary administrative work and produce appropriate reports for Members and Democratic Services.

**7. Modern Councillor e-learning Courses** – A suite of around 10, 30 minute e-learning courses such as 'Community Leadership', 'Risk Management', 'Equality & Diversity', 'Charing Meetings' and the Code of Conduct are available to York's elected members through North Yorkshire County Council's 'Learning Zone' portal. The Learning Zone offers Members the flexibility to complete short e-learning by logging on to the following site <https://learningzone.northyorks.gov.uk/learningzone/main/default.aspx>. Members require a log in and password which can be obtained from Member Support.

**8. IDeA Leadership Academy** – Political groups are encouraged to put forward one member per year for the ID&eA's Leadership Academy Programme, which aims to develop participants' leadership style, give them confidence and create a support network among peers in other councils. Places are available to Executive and scrutiny committee members; scrutiny chairs; and opposition spokespeople.

Expressions of interest have already been received from:

Councillor Healey (Conservative Group)

9. **External Conferences/Events** - The core programme is regularly supplemented with relevant external conferences/seminars including training events hosted by neighbouring authorities, details of which are circulated on email to members
10. **European Computer Drivers License (ECDL)** – Members are eligible to enrol on the Council’s ECDL programme. ECDL is a widely recognised IT qualification covering a range of computer skills. Study can be in members own time using their home computers. Information sessions are run on a regular basis at the Training & Development Centre and support is available for employees and councillors throughout the course
11. **Reading Material, CD’s etc** - To supplement the core programme of events Member Support are able to offer a range of CD’s and Books for loan covering a range of topics which include; Speed Reading, Speaking in Public, Dealing with Difficult Situations, Effective Chairing and Scrutiny Skills.

### **Consultation**

12. Consultation on individual courses has taken place with relevant directorates, no other consultation is necessary other than with the Steering Group

### **Options**

13. (a) To approve the draft Member Development Programme as set out in Annex A
- (b) To approve the draft Member Development Programme as set out in Annex A with further suggestions/revisions;
- ( c) To appoint one or more external consultants specialised in undertaking PDPs for Members.

### **Corporate Priorities**

14. The provision of a Member Development Programme is consistent with the aims set out in the Council’s refreshed Corporate Strategy. In particular the provision of a learning city, an effective organisation with themes of inclusivity and sustainability running throughout the provision of any programme.

### **Implications**

15. The following implications have been considered:

- **Financial** – Any financial costs associated with the Member Development Programme 2009/2010 will be met from the existing £10K Member Development budget managed and monitored by the Senior Member Support Officer. Provisional costs are included in the programme at Annex A

Members should note that the costs for any external PDP consultant commissioned, as per the proposal in paragraph 6 above, will be met from within the £10k budget.

Based on Provider 1 receiving the commission (Annex B), if all 47 Members underwent a PDP, the cost to the budget would be approximately £4,112.

Based on Provider 2 receiving the commission (Annex B), if all 47 Members underwent a PDP, the cost to the budget would be approximately £2,056.

All these figures are based on each provider being able to undertake 4 PDPs in one day.

If Members were to be supportive of provider 1, given the cost could potentially take up half of the available total budget for delivering training/development to Members, then some consideration to phasing the number of PDPs offered might be necessary. The aim of the Executive in setting out its framework for achieving creditable Member development was for all Members to receive a PDP. However, this Steering Group will need to bear in mind those aims whilst assessing actual available budget.

- **Human Resources (HR)** – Any HR issues arising from the programme relate to trainers & staff support for events.
- **Equalities** - There are no equality implications other than the proposed Pre-council Seminar on Equality and Human Rights legislation which is intended to positively promote awareness of these issues for members. Members will receive at a future meeting a suggested Member Training and Development strategy/policy which will take account of access, equality and diversity issues.
- **Legal** – There are no Legal implications associated with this report.
- **Crime and Disorder** – There are no crime and disorder implications associated with this report.
- **Information Technology (IT)** – Any IT implications associated with this report relate to the provision of ECDL training made available to members as part of the Member Development Programme.
- **Property** – There are no property implications associated with this report



- **Other** – There are not other implications associated with this report.

## **Risk Management**

16. If members do not agree an annual Programme, there is a risk that the Council will fail to achieve either Charter Status or to improve development opportunities for Members.

## **Recommendation**

17. It is recommended that Members:

- (a) Approve the final draft Member Development Programme, as revised or not, to enable arrangements for the delivery of planned events for 2009/2010 to commence; and
- (b) Indicate their preferred external consultant for Members PDPs for 2009/10, to enable Democratic Services to make a suitable appointment for the provision of PDPs.

## **Contact Details**

### **Author:**

Amanda Oxley  
Senior member Support Officer

### **Chief Officer Responsible for the report:**

Quentin Baker  
Head of Civic Democratic and Legal Services

Dawn Steel  
Democratic Services Manager

**Report Approved**

**Date** 15 June 2009

## **Specialist Implications Officer(s)**

**Wards Affected:**

All

**For further information please contact the author of the report**

## **Background Papers:**

None.

## **Annexes:**

Annex A – Annual Development Programme 2009/10

Annex B – External Consultant Providers – PDPs.

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## Draft Member Development Programme 2009/2010

REVISED PROGRAMME OF EVENTS 2009/2010					
Date	Time	Session Details	Target audience	Reason for training	Trainer and basic cost net of VAT
25 June	2-4pm	<b>Licensing Act</b> A session covering the key areas of the Licensing Act legislation including Licensing Committees, application procedures, and the use of the Licences, reviews, variations, temporary event notices and enforcement matters.	New members on Licensing and a refresher for existing members	Following any new appointments at Annual Council is an essential requirement that members on Licensing undergo relevant training before they can sit on a licensing panel.	In-house Nil cost
9 July	4pm	<b>Pre-council Seminar Double Bill</b> <b>Human Rights &amp; Equalities Legal Briefing</b> This seminar by Dickinson Dees, the leading law firm that the Council works with, will help members understand the duties they have to meet under both Equality as well as Human Rights legislation	All Members	To ensure all members are aware of their duty with regard to Human Rights and Equality and to link in with the Corporate Strategy regarding inclusiveness currently being addressed by the revised scrutiny structure	In-house Nil cost
	4.45pm	<b>Introduction to Safeguarding Children -</b> This seminar aims to raise members awareness of the shared responsibility for ensuring that the needs of looked after children are met and to receive information about the quality of care and services experienced by children in the Authority's care.	All Members	In response to the ten year child care strategy and the duties on Councils set out in the child care act 2006 'every child matters'	In-house Nil cost
July	tbc	<b>Cross Cutting Scrutiny Committees</b> A number of short sessions on the impact of the recent changes to York's Scrutiny framework on individual Scrutiny Committees remit and functions	Members of Scrutiny – by committee	Due to the recent changes in the structure, functions and make-up of scrutiny committees in the Council. This will include how scrutiny works with LSP partners to monitor LAA targets and delivery of sustainable corporate strategy	In-house Nil cost

REVISED PROGRAMME OF EVENTS 2009/2010					
Date	Time	Session Details	Target audience	Reason for training	Trainer and basic cost net of VAT
17 July	12.30-2.30pm	<b>Safeguarding Adults</b>	All Members		In-house Nil cost
29 July prov	1 – 4pm	<b>Exploring the Four Principles of Effective Scrutiny</b> <ul style="list-style-type: none"> <li>• Providing a critical friend</li> <li>• Reflecting the voice and concerns of the public</li> <li>• Taking the lead and owning the scrutiny process</li> <li>• Making an impact on the delivery of public services</li> </ul>	All members of Scrutiny	To ensure that all members of Scrutiny understand the 4 principles of effective Scrutiny and are able to contribute confidently and effectively to the Scrutiny function.	Centre for Public Scrutiny - £400 plus preparation and expenses
	5-8pm	<b>Chairing Scrutiny</b> Chairing an overview and scrutiny is quite different from chairing a business meeting or Council committee. This session will equip members with a new skills set specific to scrutiny which will examine what scrutiny chairs need to do before, during and after scrutiny events.	Current and aspiring Chairs/Vice Chairs of Scrutiny	To equip both experienced Scrutiny Chairs and those new to the role with the skills to ensure their Scrutiny meetings are effective	Centre for Public Scrutiny - £400 plus preparation and expenses
10 Sept 17 Sept 24 Sept	1-2pm 2-3pm 3.30-4.30pm	<b>Planning Updates</b> These short sessions are aimed at bringing members up to speed on any changes/issues they need to be aware of such e.g. new legislation, enforcement procedures etc	Members on Planning and Planning subs	To ensure that all members on planning are fully informed with regard to changes to planning law etc	In-house Nil cost

REVISED PROGRAMME OF EVENTS 2009/2010					
Date	Time	Session Details	Target audience	Reason for training	Trainer and basic cost net of VAT
25 Sept <b>Repeated</b> On 7 Oct	10-12noon  5-7pm	<b>Corporate Parenting- Facing the Challenge</b> To assist members in understanding and meeting their corporate parenting responsibilities for looked after children and care leavers in collaboration with key partners.	All Members	To help members understand the law and policy relating to corporate parenting.	In-house Nil cost
15 Oct	4.30-5.30pm	<b>Pre-Council Seminar - Science City York</b> This Science City York is a central supporter of York & North Yorkshire's economic regeneration, driving the creation and growth of business and employment opportunities across the sub-region within bioscience, IT & digital and the creative industries.	All Members	To provide members with an overview of Science City York and it's 3 year plan.	Richard Gregory Executive Chair – Science City York/Nil
21 Oct prov	5-8pm	<b>Handling Confrontation in the Ward</b> - This course aims to develop members knowledge and understanding of aggressive behaviour and how to deal with it effectively.	All Members	Identified through the PDP process this course is designed to increase confidence, through learning skills and technique for dealing with difficult behaviour.	Alan Rome (Corporate Trainer) Fees Approx £300
30 Oct	2-5pm	<b>Distance Learning Workshop</b> These workshops will allow members to work through a short course of their choice from a range of distance learning packages/work books. A certificate will be issued on completion of the chosen module	All Members		In-house Nil cost
4 Nov	10-12noon	<b>Safeguarding Children Part II</b> This in-depth session will follow on from the Pre-Council seminar in July and give members a broader understanding of the Council's duties regarding the children in it's care.	All Members		In-house Nil cost

REVISED PROGRAMME OF EVENTS 2009/2010					
Date	Time	Session Details	Target audience	Reason for training	Trainer and basic cost net of VAT
12 Nov prov	5-7pm	<b>Money Matters – Contributing Effectively to the Council’s Budget Process</b> this session is aimed at giving members a wider understanding of the Council’s income, spending and funding, the budget process and the member’s role in agreeing and monitoring Council expenditure.	Any members wishing to gain more confidence in dealing with the authority’s financial matters particularly the budget	Identified through the PDP process	In-house Nil cost
30 Nov prov	9.30am – 4.30pm	<b>Making the Most of the Media</b> This interactive course aims to develop member’s media management capacity by providing insight into how to influence the press, activities to enhance media skills, and a relaxed space in which to test out techniques.	Recently appointed portfolio holders	This session will equip portfolio holders with the necessary skills to deal confidently with situations involving the Press and Media.	Apse - £1500+VAT and expenses
3 Dec	4.30pm – 5.30pm	<b>Pre-Council Seminar York College</b> The Principal of York College will update members on the recent successes of the College and it’s aspirations for the future	All Members	Information sharing opportunity.	Alison Birkinshaw (Principal) Nil Cost
13 Jan <b>repeated on</b> 25 Jan prov	3pm-5pm  5pm-7pm	<b>Understanding the Revised Code of Conduct</b> Quentin Baker Head of Civic, Democratic and Legal Services will take members through the recent changes to the code of conduct	All members/Parish Councillors	In response to the review of the Members Code of Conduct currently underway by the Standards Board for England.	In-house Nil cost
4 Feb	4.30pm- 5.30pm	<b>Pre-Council Seminar - Local Leadership</b> Successful community leadership is about developing social capital so that local people can become politically, socially and economically engaged.	All Members	Identified through the PDP process, this session aims to give members an interesting perspective on the ward councillor role with some useful tips along the way.	Councillor Maboob Kahn (Kirklees)  Expenses only

REVISED PROGRAMME OF EVENTS 2009/2010					
Date	Time	Session Details	Target audience	Reason for training	Trainer and basic cost net of VAT
1 March	10-12noon	<b>Distance Learning Workshop</b> These workshops will allow members to work through a short course of their choice from a range of distance learning packages/work books. A certificate will be issued on completion of the chosen module	Members with limited time who wish to explore the distance learning available to them		In-house Nil cost
				Estimated cost of providing the above training net of VAT, Expenses and Catering	£2,600
				Add to this the following options from the suggestions for additional events	
				Officer Member Relationships	£2,800
				Leadership Academy X1 place	£1,500
				Personal Development Plans	£4112 (max)
				Estimated total cost net of VAT, Expenses and Catering	£8,412

### Suggestions for Additional events

1. Officer/Member Relationships – Cost £2,800

This would be a large scale session with as many members and officers encouraged to attend as possible in a theatre style setting. Dead Ernest Theatre Co would tailor two theatre style sessions to our specific requirements consisting of two short plays at each of the sessions tackling a number of issues and exploring relationships between members and officers. The session would be a combined session involving All Members and Senior Officers. In addition, the workshop will also touch on equality issues.

Reason for training: identified as priority area for York by Audit Commission. Initial training sessions took place for members in October 08. This is the second phase of training aimed at all members and senior managers.

2. ID&A Peer Support Executive/shadow Executive – Cost £6,400 plus Exps

At the request of the Chief Executive, the ID&eA have submitted proposals for the delivery of peer support to members of the 3 main groups to assist them in better aligning their focus on the Sustainable Community Strategy, the Corporate Strategy and the council's budget process. The suggested allocation across the groups is as follows:

- Lib Dems – 5 days
- Labour – 2 days
- Conservative – 2 days

Full details of the proposals can be found in Annex 2

**3. ID&eA Leadership Academy – Cost £1,500 per member + accommodation expenses**

Historically we have offered 2 places each year with both the Lib Dem and the Labour Group both nominating a member of their group each of funding 2 places each year has a substantial effect on the limited Member Development Budget. With this in mind and with a heavy programme of events planned for the coming year including possible peer support for members, the MDSG may wish to consider reducing the number of places offered for 2009/2010 to 1. The residential programme usually takes place at the University of Warwick, however in recent years the programme has been brought to the regions and programme 97 will be held in Durham and York on the following dates.

Module 1: 16 and 17 September 2009  
 Module 2: 21 and 22 October 2009  
 Module 3: 18 and 19 November 2009  
 Optional module 4: 9 and 10 February 2010

**4. Under represented Groups – In-house Nil Cost - Tackling Community based issues including how to engage with under represented groups e.g. younger people within your ward**

**5. The Influential Councillor – Emma Taylor (Successful Speeches) – Cost Approx £450 + Exps**

Delegates will be presented with negative case studies from the press relating to elected members' behaviour or attitudes. Following a presentation in which various influencing techniques are imparted, participants will view 2 role-plays played by actors. Both scenarios will end with in downbeat result – delegates are then asked to pinpoint why the break down in understanding occurred, and what could have been done to prevent this from happening.

Then, having been given a typical council or community scenario, each delegate will enter into a role-play situation in which he or she needs to influence a ward resident, fellow elected member, or council officer. An actor will play the part of the opponent; this opponent may also be a "problem person"

**6. Power Reading – Val Slater – Cost Approx £400**

A session which will provide members with the appropriate knowledge to develop the skills and techniques to improve the effectiveness of time spent reading. The session will allow members to read faster with greater understanding and to deal more effectively with large documents.

**7. Carbon Reduction Commitment Masterclass – APSE in conjunction with Eversheds – Cost Approx £1500 + Exps**

This would consist of a half day session which would be repeated in order to encourage as many members as possible to attend.

CRC is the first mandatory carbon trading scheme to impact on target emissions from large organisations including public sector and local authorities. The launch of CRC is April 2010, and 2009 is seen as a critical preparation year. It is intended that CRC will be performance lead with the best and worst performing Councils being publicized.



This highly interactive sessions, will consider the impact of forthcoming legislation and the procedures that need to be in place to comply with the legal requirements. The sessions will cover:

**8. Supercharged Debates** - Emma Taylor (Successful Speeches) – cost Approx £450 + Exps

Supercharged Debates imparts both written and presentation skills which enable delegates to become stimulating, effective and logical debaters. The workshop introduces participants to a clear and rigorous structure which, when followed, will guide debaters through their speeches whether they perform the role of Mover or Negative speaker. Exercises are used throughout the course to ensure that participants are able to put the key skills into practice. At the end of the course, delegates will enter into a mock debate; giving all the chance to test-drive their newly acquired skills. Delegates not only learn how to prepare for debate, but how to adapt and edit their speeches as the debate progresses.

**9. A Councillor Who Me – Councillor Skills** - Cost Approx £750 + Exps

It is generally accepted that, for a variety of reasons, Councils are not fully representative of their communities. This seminar is aimed at prospective Councillors from, say the voluntary sector, community organisations, business or any member of the public who is interested in investigating the role and remit of the Council and a Councillor.

**10. Possible Pre-Council Seminar on Understanding CAA and links to the Corporate Plan** – In-house no costs

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**Wendy Mizon (Provider 1)****Brief Biography**

Wendy has a background in HR and before taking semi-retirement she was working for Gateshead Council. Wendy now works as a consultant and has carried out PDP's for elected members at a number of local authorities in the North e.g. Gateshead, Darlington, Stockton and Hartlepool.

Her rates are £350 per day and aims to carry out 4 PDP's in a day (this works out at £87.50 per PDP).

**Mike Leitch (Provider 2)****Brief Biography**

Mike took early retirement from Local Government Yorkshire and Humber where he was Head of Service (Learning & Consultancy) since the organisation was formed in 2006. He was regional lead officer for member development. Prior to that he was Assistant Director (Learning & Development) at the Local Government Management Board for Yorkshire & Humberside. A post he held for 18 years. Mike has also held senior training and development posts in Kirkless MC and Bradford MDC.

Trading under the name MCL Associates, Mike is keen to ensure that his work/life balance is weighted towards life rather than work and therefore has decided to limit his working activities to ad-hoc projects associated with member development, including support and assessment relating to the Charter, PDP interviews etc. He is fully insured (Professional Liability Insurance).

With LGYH, Mike also co-ordinated various networks including the Regional Member Development Officers Group, the Regional Scrutiny Managers Network and the Regional Scrutiny Chairs Network.

He holds a BA in Politics and European Management and is a Member of the Chartered Institute of Personnel and Development.

Mike has been involved with the Charter for Member Development since its inception and represented the Yorkshire and Humber region on the national Charter steering and development group co-ordinated by the IDeA.

He has led the assessment team on 13 Charter assessments (all successful) during the past three years, and provided support and guidance to the majority of local authorities in the region, as they have worked towards Charter status. He is currently working (on behalf of LGYH) with a number of district councils (as they work toward Charter standard), and a number of metropolitan/unitary authorities (considering options for re-assessment)

More recently Mike has worked as interim Regional Member Development Adviser for the West Midlands LGA where he has been involved with,

Birmingham CC, Warwickshire CC, Wychavon DC and Stratford on Avon DC.  
He also led the charter assessment team for Coventry CC.

Negotiated rate for CYC is £175 per day

**Member Development Steering Group  
Annual Work Plan 2009/2010**

MDWG Meeting	Detail	Report to Standards Committee	Report to Council
June	<ul style="list-style-type: none"> <li>• agree implementation plan for achieving Charter Status</li> <li>• Consider updates to Member Development Programme 2009/2010</li> <li>• Agree PDP consultant and approach for engaging all members</li> </ul>		
September	<ul style="list-style-type: none"> <li>• Consider Local Democracy Week events</li> <li>• Agree member development policy/strategy</li> <li>• Agree monitoring framework, approach covering engagement/take up with all aspects of MDP (e.g. PDP's, events, alternative training)</li> <li>• Role profiles (inc ward members, corporate parenting and promoting citizenship &amp; community leadership)</li> </ul>	Oct 09	
November	<ul style="list-style-type: none"> <li>• Evaluation Monitoring (events/PDP's offered to date)</li> <li>• Budget monitor</li> <li>• Evaluation strategy</li> <li>• Consider 360° appraisals</li> <li>• Invite Chris Farquar (Bradford MDC) to discuss their experience in gaining charter status</li> </ul>	Dec 09	

January	<ul style="list-style-type: none"> <li>• Budget Recommendations</li> <li>• Agree communications plan</li> </ul>	Jan 10	Feb 10
March	<ul style="list-style-type: none"> <li>• Review Communications Plan</li> <li>• Consider annual monitor of attendance</li> <li>• Consider draft MDP 2010/2011</li> </ul>	April 10	
April 2010	<ul style="list-style-type: none"> <li>• Consider annual monitor of attendance</li> <li>• Agree Member Development Programme</li> </ul>		

**In addition to the above the Steering Group will also consider other items including suggested training throughout the year.**