



Notice of meeting of

Member Development Steering Group

To: Councillors Runciman (Chair), Wiseman and Gunnell

Date: Tuesday, 12 January 2010

Time: 4.30 pm

Venue: The Guildhall, York.

AGENDA

1. **Declarations of Interest**

At this point in the meeting, members are invited to declare any personal or prejudicial interests they may have in the business on the Agenda.

2. **Minutes** (Pages 3 - 8)

To approve and sign the minutes of the meeting of the Member Development Steering Group on 25 November 2009.

3. **Public Participation**

It is at this point in the meeting that members of the public who have registered their wish to speak can do so. The deadline for registering is **5pm on Monday 11 January 2010**.

4. **The Charter Journey**

Chris Farquar, former Member Training & Development Officer for Calderdale Council will give a verbal briefing to Members, reflecting on his experience of achieving the Charter during his time working at Calderdale. It is hoped that he will share with the Group any lessons learned as he embarks on the Charter Journey again, this time with Bradford MDC.

- 5. Introduction of Role Profiles** (Pages 9 - 36)
This report puts before Members a range of individual role profiles for Members which have been drafted with a view to them being formally adopted by the Council.
- 6. Protocol for Agreeing Ad-Hoc Requests from Members for Training and Development** (Pages 37 - 44)
This report presents to members the final draft of a protocol which has been established to deal with ad-hoc requests from Members for individual training and development events or activities outside of the Annual Core Programme and Personal Development Reviews.
- 7. Budget Report** (Pages 45 - 48)
This report sets out the position to date regarding expenditure against the Member Training and Development budget and seeks Members views on increasing the available budget for 2010/11.

Democracy Officer
Laura Bootland
Tel:01904 552062
Email: laura.bootland@york.gov.uk

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

- Registering to speak
- Business of the meeting
- Any special arrangements
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The majority of councillors are not appointed to the Executive (40 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

MEETING	MEMBER DEVELOPMENT STEERING GROUP
DATE	25 NOVEMBER 2009
PRESENT	COUNCILLORS RUNCIMAN (CHAIR), WISEMAN AND GUNNELL

12. 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. None were declared.

13. MINUTES

RESOLVED: That the minutes of the meeting held on 14 October 2009 be approved and signed by the Chair as a correct record.

14. PUBLIC PARTICIPATION

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

15. PERSONAL DEVELOPMENT REVIEWS

Members received a verbal update from Mike Leitch (Yorkshire and Humber Local Government Representative) on Member Personal Development Reviews (PDR). The main points of the update were as follows:

- The Personal Development Reviews are still in progress, but overall there had been a relatively low take up.
- Completed reviews for all Members are not essential for Charter Status, but having a structure in place is a requirement.
- For those Members who have not been involved in the PDR process, it may be useful to issue a reminder letter or email.
- To encourage an increase in engagement, it may be useful to offer flexible appointments and to have reviews undertaken over the telephone to assist Members who have work commitments.
- Members commented that it may be useful for Officers to explain the importance of having a PDR in relation to Charter Status to Members, as this may encourage engagement.
- A number of Members had expressed an interest in attending the Leadership Academy residential course through their PDR's. Officers commented that it is an expensive course and they would look into a similar alternative as attended by Councillor Gunnell.

RESOLVED: That the Steering Group note the update on Personal Development Reviews.

REASON: To keep Members informed on the progress to date on Personal Development Reviews.

16. INTERIM MONITOR OF MEMBER TRAINING & DEVELOPMENT PROGRAMME

Members considered a report which advised them of the take up to date for events offered as part of the Member Training and Development Programme, together with a summary of feedback received from attendees for each of the events for the period June to November.

The Council is currently working towards achieving ID&eA Charter Status in Member Development by improving its approach to the provision of development opportunities for elected Members. In order to achieve Charter status the Council must put in place effective systems for recording take up and evaluating feedback relating to the development activities it provides. In January 2009, the Council introduced an annual minimum requirement for the number of development events Executive and Non Executive Members should attend. Executive Members should attend a minimum of 12 and Non-Executive Members a minimum of 8 sessions during the course of the year.

Officers updated as follows:

- The in house events have been well attended by Members, and that most Members will reach their targets by May.
- Discussions have been taking place with various departments regarding the possibility of arranging more in-house training.
- Pre Council seminars are well attended despite the timing of the sessions not being ideal for some Members.
- Officers have been actively seeking feedback for training sessions and do take on board any negative comments.

Members commented that for training sessions between 5pm and 7pm, food is unnecessary, and for lunchtime sessions, biscuits and tea and coffee are sufficient. They commented that it would be useful for Members to receive an email link to the online training booklet when they are advised of training courses.

RESOLVED: That the report be referred to the Standards Committee in line with the reporting arrangements set out in the steering group's terms of reference.

REASON: In order to comply with the monitoring arrangements set out in the Steering Group's Terms of Reference as approved by Council.

17. MEMBER DEVELOPMENT CHARTER STATUS - EVIDENCE GATHERING.

Members considered a report which updated them on progress with gathering evidence for the Council's submission towards achieving IdeA Member Development Charter Status.

The Member Development Steering Group has already approved an implementation plan setting out a projected timeline and what needs to be in place in order for the Council to achieve Charter Status by Autumn 2010. Officers updated that good progress has already been made towards achieving Charter Status and towards creating a structured and supportive environment for delivering training to Members.

Annex A to the Officers report contained a table which outlines what evidence the IdeA suggests is necessary against key areas for achieving Charter Status. It highlighted where evidence is already available and where any gaps remain. Members commented on the table as follows:

- Officers and the Steering Group will need to focus on the areas that currently do not have evidence and find out how the Council can meet them.
- That Members of the Steering Group could provide Officers with extracts and/or quotes regarding external member development events they have attended as requested for section 4.1 of the IdeA guidelines. This could be in the format of a case study of approximately 500 words to be emailed to the Member Support Officer.
- Other Members may also wish to contribute to the evidence towards section 4.1 as above and section 4.2 (Learning is shared with other elected members and where appropriate officers and stakeholders).
- Section 4.3 – Investment in learning and development is evaluated in terms of benefits and impacts. Members queried whether the Council holds exit interviews for any Member who leaves the authority, as exit interviews are detailed in the table as a form of evidence. Members were advised that exit interviews would only be required if the Council should seek 'Charter Status Plus' but were not an essential form of evidence for Charter Status at present.

RESOLVED: That Members noted the current position on where evidence is or will be available for achieving Charter Status and the comments as above, be noted.

REASON: In order to comply with the requirements of the I&DeA Charter.

18. AD-HOC REQUESTS FROM MEMBERS FOR TRAINING AND DEVELOPMENT - A PROTOCOL.

Members considered a report which suggested a protocol for dealing with ad-hoc requests from Members for individual training and development events or activities outside of the Annual Core Programme or Personal Development Reviews.

In the past Members have attended a range of external conferences which have been funded by two routes. The first route is via the Standing List of Conferences budget which was held by Democratic Services. This no longer exists. The second is through the main Member Development Budget which provides for all other training. This budget is virtually all allocated given the recent approval of the Core Programme.

Officer's advised that the draft protocol attached at annex B to the report had not yet been sent to directorates for consultation. With an increasingly structured approach to Member Development emerging, it is suggested that a protocol be now agreed to clarify the position on ad-hoc requests formally. The key features of the protocol would be as follows:

- Restricting the number of activities/events each member can undertake annually.
- Bring back a revised 'standing list' of suitable external conferences as advised as being beneficial by directorates for relevant Members.
- Shared payment between Democratic Services and Directorates.
- Withdrawal of potential saving with £1000 to be permanently restored to main Member Development Budget.

Officers advised that the standing list attached at annex c had not yet been sent for consultation and at present the list contained suggestions of conferences for members.

Members made the following comments:

- If PDR's are to be used to identify Member training needs, Members who have had a PDR should be prioritised.
- Opposition spokesperson should be referenced on any standing list.
- The standing list requires updating and should be circulated to Directorates.
- Directorates should be approached with a view to meet half of the cost.

RESOLVED: That the proposed protocol be revised with the above amendments and be brought back to the next meeting of the Steering Group.¹

REASON: In order to provide a structured approach towards dealing with ad-hoc requests.

Action Required

1. That the protocol be amended to incorporate Members suggestions. AEO

19. INTRODUCTION OF ROLE PROFILES

This item was deferred to the next meeting of the Steering Group in order for Members to have more time to consider the report.

20. BUDGET MONITOR

Members considered a report which summarised the position to date on expenditure against the budget available for Member Training and Development.

Member Training and Development is allocated an annual budget of £10k and an additional budget of £5k was allocated this financial year to provide the three main political groups with access to I&DeA mentor support. Annex A to the report shows a breakdown of the estimated Member Development spend to March 2010 of £10,107.00. The mentoring budget is estimated to come in slightly under £5k.

Officers sought clarification on whether there should be any more ad-hoc request for training being accepted in view of the current budget projections. Members agreed with this and acknowledged that the core programme training events would still be available and commented that many Members attend free events organised by the Police and other organisations that can still count towards their targets.

Members asked the Senior Member Support Officer to re-circulate details for the Learning Pool online training.

- RESOLVED:
- (i) That Members comments be noted.
 - (ii) That Members agreed to restrict any further spending on ad-hoc requests in view of current projections.
 - (iii) That the Steering Group invite the Standards Committee to make a recommendation to Council on the available Member Development Budget.
 - (iv) That the Learning Pool information be circulated to Members.¹

REASON: In order to ensure the Council can deliver an effective Member Development Programme.

Action Required

1. Circulate Learning Post information.

AEO

Councillor Runciman, Chair

[The meeting started at 10.00 am and finished at 12.00 pm].



Member Development Steering Group

12 January 2010

Report of the Head of Civic Legal and Democratic Services

Introduction of Role Profiles

Summary

1. This report puts before members examples of individual role profiles for members with a view to similar role profiles being adopted by City of York Council.

Background

2. At its meeting on the 25 November members were presented with an extensive list of examples of role profiles adopted by other councils.
3. The Steering Group expressed that the examples listed with the original report were too extensive. In order to focus on the task officers were asked to bring back to the next meeting a condensed list of role profiles consisting of 7 key roles.

Member Role Profiles

4. The existence of role profiles for Local Authority Members are considered good practice by the ID&eA and are a key requirement if the Authority is to realise its ambition to gain Charter status. In addition they are a valuable tool in:
 - Providing prospective candidates at election with a clear explanation of the various responsibilities, knowledge and skills associated with being an elected member
 - Providing existing members with a framework with which to measure their personal development needs.
 - Providing the Council's Independent Remuneration Panel who periodically review Members allowances with a clear perspective on the range of skills and responsibilities associated with the individual roles attracting Special Responsibility Allowances. Having access to this information would assist the IRP in making their recommendations on the level of allowances paid to members.

5. The following role profiles were suggested by the Steering Group as a starting point which could be further developed to include other roles/responsibilities at a later stage. They are as follows:
 - Ward Councillor
 - Leader of the Council
 - Deputy Leader of the Council
 - Executive Member
 - Leader of the Main Opposition Group
 - Deputy Leader of the Main Opposition Group
 - Leader of the Minority Group
6. In researching role profiles adopted by other authorities in our region, it is apparent that the majority are based on the Kirklees model which can be found in Annex A to this report. The alternative approach taken by Winchester Council in Annex B are by no means as comprehensive but do offer a comparison by which to measure.

Consultation

7. The attached role profiles have been developed following extensive consultation with relevant councillors and key officers across the authorities concerned. Consultation still needs to take place within this Council on draft profiles once they are initially developed.

Options

6. (a) To support, the development of role profiles for York's elected members based upon either of the examples detailed in Annexes A and B
or
(b) To commission officers to develop role profiles based on neither of the above

Corporate Priorities

7. The introduction of role profiles for York's elected members directly supports the Council's Corporate aim of providing of strong leadership, supporting and developing people and encouraging improvement in everything we do.

Implications

8. There are no known implications associated with the contents of this report.

Risk Management

9. In compliance with the Council's risk management strategy, the only risk associated with the contents of this report would be the failure to gain Charter Status if the Council were not ultimately to introduce role profiles for its Members.

Recommendation

10. Members are asked to support the introduction of role profiles for Members, subject to further consultation and to invite officers to report back with draft profiles, along the lines of paragraph 5 of this report, at the next meeting.

Reason

11. In order to comply with the requirement of the ID&eA Charter.

Contact Details

Author:

Amanda Oxley
Senior Member Support Officer

Dawn Steel
Democratic Services Manager

Chief Officer Responsible for the report:

Alison Lowton
Interim Head of Civic Democratic and Legal
Services

Report Approved

Date 15/112009

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

Annex A – Example of elected member role profiles for Kirklees Council
Annex B – Example of elected member role profiles for Winchester Council

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Councillor Role Profiles

Incorporating the Kirklees Skills & Knowledge Framework

Revised: November 2008

Councillor
Development



Contact Officer
Carl Whistlecraft
Assistant Head of Service
Policy and Governance Service
Kirklees Council
carl.whistlecraft@kirklees.gov.uk

Kirklees Council

Councillor Role Profiles

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Role Profile of a Ward Councillor

Leadership at Ward Level

- To lead and champion the interests of the local community and effectively represent the interests of the Ward and its constituents.
- To meet and liaise regularly with local interested parties and involve and consult them on key council decisions.
- To support and promote citizenship locally and empower the community to participate in the governance of the area.
- To undertake case work for constituents and act as an advocate in resolving concerns or grievances.
- To communicate with local people and answer enquiries:
 - about decisions that affect them
 - about opportunities in the community
 - regarding the rights of constituents within Kirklees
 - as to why decisions are taken

Localism and Local Area Committees

- To participate constructively in the good governance of the area.
- To use influence as a councillor to develop links between groups and communities in the ward and local area.
- To be constructively involved in the work of the Local Area Committee.
- To forge local partnerships to ensure resources are used to meet the needs of the area.

Representation

- To inform the debate at full council meetings and contribute to the effectiveness of the council meeting as the focus of visible leadership.
- To contribute to the formation and scrutiny of the council's policies, budget, strategies and service delivery.
- To contribute to the scrutiny of decision-making and review of policies/services of the council.
- To represent the council to the community and the community to the council.
- To develop and maintain knowledge of how the council works and develop working relationships with its officers.
- To participate in the activities of any political group of which the councillor is a member.
- To represent the council on outside bodies and, where appropriate, to represent those bodies within Kirklees.

Other

- To fulfil the legal (in accordance with the council Code of Conduct for councillors) and local requirements placed on a councillor.
- To prepare an Annual Report to be published every June.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Ward Councillor

Leadership Skills

- Ability to lead and champion the interests of the local community.

Chairing Skills

- Ability to chair meetings in the community and facilitate discussions.

Organisational Skills and Personal Effectiveness

- Manage casework (including the use of information technology (IT) to support the process).
- Basic administration skills.

Team Working & Relationship Building

- Ability to develop relationships with key council officers and representatives from partner agencies.
- Ability to build effective relationships with all sections of the community (in order to be able to represent their needs to the council).

Knowledge

- Understanding of national policies and their impact on the ward.
- Knowledge of the issues within the ward and the wider locality.
- An understanding of how the council works.
- Knowledge of the council structure, key contact officers and services procedures and eligibility criteria (in relation to schemes and services administered by the council).
- Knowledge of the political decision-making structures of the council and partners.
- Understanding of the Code of Conduct for councillors, including ethics and standards.
- Knowledge of the strategic priorities and key policies of the council.
- Understanding of legislation and council policies to which councillors must adhere.
- Basic understanding local government finances and audit processes.
- Understanding the Corporate Parenting responsibilities of councillors.
- Knowledge of the council's standards of customer care and complaints procedure.
- Knowledge of partner agencies in the context of the ward.

Communication Skills

- Community engagement skills.
- Influencing, persuading and negotiation skills.
- Managing conflict and mediation skills.
- Ability to work with the media and to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Ability to communicate with a range of audiences, including partners.
- Active listening and questioning skills.
- Ability to make an effective presentation and public speaking skills.

Other Skills and Abilities

- Ability to use IT to access agendas, minutes, reports, etc and to use the GroupWise e-mail system, the Kirklees Intranet and website.
- Ability to interpret council budgets and accounts.

Role Profile of the Leader of the Council

This role profile identifies the responsibilities, skills and knowledge required of the Leader of the Council, which are in addition to those set out for a Cabinet member (on pages 12 and 13).

- To provide leadership to the council.
- To undertake the role of 'community leader', building a vision for the area and leading the council and its partners towards that vision.
- To represent the council and provide leadership of the local strategic partnership and other key local partnerships.
- To chair the Cabinet meetings and to take responsibility for its performance, individually and collectively.
- To represent the authority, and be accountable for, discussions and negotiations with the community and with regional, national and international organisations.
- To undertake political executive responsibility for proposing and directing the overall strategy, budget, policy arrangements and service reviews.
- To act as spokesperson for the authority (in consultation with the Leader of other political Groups and the Chief Executive as appropriate).
- To ensure the work of the Cabinet is conducted in accordance with the council's constitution and with due regard for any statutory provisions set out in legislation.
- To facilitate good communication so that people within and outside the authority are able to contribute constructively to the decision-making processes of the council.
- To work closely with the Group Business Manager to ensure the smooth running of the Group and the personal development of members of the Group.
- To maintain effective liaison with the Chair of Overview and Scrutiny.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for Leader of the Council

Leadership Skills

- Advanced leadership skills.
- Ability to develop a vision for Kirklees and drive the council and its partners towards achieving that vision.
- Advanced 'ambassadorial' skills (to be able to represent the council both within and outside the council, particularly at the sub-regional, regional and national level).
- Ability to lead the council towards continuous improvement.
- Ability to provide political leadership for their Group.
- Ability to, when necessary, discipline members of their political Group.

Chairing Skills

- Advanced chairing skills

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of council, Cabinet and its committees (having regard to the terms of reference and the key challenges facing the council).

Communication Skills

- Ability to facilitate effective communication within and across the council and to ensure the community are able to engage in the council's decision making processes.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Advanced listening and questioning skills.
- Advanced presentation skills.
- Advanced public speaking skills.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups, to the benefit of the Kirklees community.
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Overview and Scrutiny, Area Committees and other political Groups.
- Political sensitivity to be able to address difficult issues across all Groups.

Knowledge

- A detailed understanding of the strategic role of the Leader of the Council.
- Detailed understanding of the legally defined role of the Chief Executive and other senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- Detailed understanding of the council's constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing councillors and the practical implications for Kirklees councillors.
- An understanding of project management principles.

Role Profile of Deputy Leader of the Council

This role profile is to be read in conjunction with both the role profile for Cabinet member and Leader of the Council. It identifies responsibilities specific to the role of Deputy Leader, in addition to those of a Cabinet member.

Role and Responsibilities

- To assist the Leader of the Council in the formal processes and matters of leadership of the authority (specifically set out in the Role Profile of the Leader of the Council on page 9).
- To work with the Leader of the Council on the budget and policy development.
- To ensure that appropriate developmental steps are taken to equip them with the knowledge and skills to carry out the role of the Leader when called upon.
- To deputise for the Leader in his/her absence and undertake the above mentioned duties set out in the Role Profile for the Leader of the Council.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for Deputy Leader of the Council

As it is expected that the Deputy Leader should be able to deputise for the Leader, the same additional skills and knowledge are set out below.

Leadership Skills

- Advanced leadership skills.
- Ability to develop a vision for Kirklees and drive the council and its partners towards achieving that vision.
- Advanced 'ambassadorial' skills (to be able to represent the council both within and outside the council, particularly at the sub-regional, regional and national level).
- Ability to lead the council towards continuous improvement.
- Ability to provide political leadership for their Group.
- Ability to, when necessary, discipline members of their political Group.

Chairing Skills

- Advanced chairing skills

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of council, Cabinet and its committees (having regard to the terms of reference and the key challenges facing the council).

Knowledge

- A detailed understanding of the strategic role of the Leader of the Council.
- Detailed understanding of the legally defined role of the Chief Executive and other senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- Detailed understanding of the council's constitution, Code of Conduct, budget and audit processes and key internal policies
- Understanding of the relationship between national politics and local political leadership
- Understanding of the wider, national issues facing councillors and the practical implications for Kirklees councillors.
- An understanding of project management principles.

Communication Skills

- Ability to facilitate effective communication within and across the council and to ensure the community are able to engage in the council's decision making processes.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Advanced listening and questioning skills.
- Advanced presentation skills.
- Advanced public speaking skills.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups, to the benefit of the Kirklees community.
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Overview and Scrutiny, Area Committees and other political Groups.
- Political sensitivity to be able to address difficult issues across all Groups.

Role Profile of a Cabinet Member

- To have the strategic responsibility for, and provide a lead on, a named portfolio of services.
- To have the responsibility for, and provide a lead on, the initiation of policy in respect of the relevant portfolio.
- To contribute to the development of strategic policy as part of the cabinet collective.
- To decide the executive action to be taken in implementing those matters of council policy allocated to them within their portfolio, seeking advice from the Executive Management Group and Heads of Service, where appropriate.
- To be a member of, and attend, Cabinet meetings and to share the collective responsibility for decisions taken by Cabinet.
- To take personal responsibility, and to be held accountable, for any decisions taken, and to share with the appropriate service managers responsibility for the performance of services within their portfolio.
- To respond to or deal with any issues arising at council meetings relating to their portfolio, to include reporting on progress made against portfolio priorities.
- To act as spokesperson or advocate within and outside the authority on those services and functions within their portfolio.
- To provide regular reports on progress and to undertake consultation on decisions as required.
- To attend Overview and Scrutiny Committee and Scrutiny Panels to share priorities, discuss decisions taken and/or support the policy formulation process.
- To develop partnership working with other agencies and contribute as a key player to delivering a partnership agenda through the Local Public Service Boards.
- To represent the council on outside bodies, and contribute the Kirklees perspective on national, regional and sub-regional bodies and feedback as appropriate.
- To consult ward councillors and other stakeholders as part of the development and review of policy.
- As part of the Cabinet, to be involved in:
 - leading the community planning process for the council;
 - the consultation on, and drawing up of, the revenue and capital budgets, and monitoring budget under/over spends
 - leading the search for continuous improvement;
 - taking decisions on resources and priorities to deliver the strategies and budget approved by Full Council;
 - promoting and participating in Councillor Development.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Note: The Cabinet has decided that all decisions will be taken collectively. No decisions have been delegated to individual Cabinet members.

Skills and Knowledge for a Cabinet Member

Leadership Skills

- Advanced leadership skills for areas of individual responsibility and, the ability to work with the Leader of the Council and Deputy Leader as an executive team.
- High level decision-making.
- Ability to challenge the status quo and deal with complex strategic issues and problems.
- Ambassadorial skills to be able to represent the council both within and outside the council.

Chairing Skills

- Intermediate chairing skills to be able to chair meetings relating to their portfolio and local public service boards.

Team Working & Relationship Building

- Relationship building – with other Cabinet colleagues, Executive Management Group/senior officers, Overview and Scrutiny, Partners etc
- Ability to work as part of an executive team to drive forward the continuous improvement of the council.

Knowledge

- Knowledge of the key areas relating to their Cabinet portfolio and its relationship with other portfolios within the cabinet.
- A detailed understanding of the strategic role of Cabinet within the council.
- Understanding of the role of a portfolio holder as part of the executive team.
- Detailed understanding of council strategy, policies and operations.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.
- Knowledge of the work of national, regional and sub regional bodies and the role of the council within them.
- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the council's constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the principles and importance of making sound, evidenced-based decisions.
- An understanding of project management principles.

Communication Skills

- Advanced communication skills to be able to work constructively with officers, councillors and partners.
- Advanced listening, questioning and negotiation skills.
- Advanced presentation and advanced public speaking skills.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.

Organisational Skills

- Ability to manage a busy and complex workload, often to tight timescales and deadlines.

Other Skills and Abilities

- Research skills and policy development skills.
- Ability to assimilate and analyse complex information.

Role Profile of a Leader of an Opposition Group

- To establish and represent the views of the Group on issues of policy and priority, and develop group policies that are credible and could be implemented by the council.
- To lead an Opposition Group within the council.
- To manage the work of councillors within the Group, and the overall co-ordination of opposition spokespersons and the business of the Group.
- To shadow and scrutinise the Leader of the Council and the Cabinet in their duties.
- To represent the council on key local partnerships and in so doing act as an ambassador for the council.
- To act as the principal spokesperson for an Opposition Group of which he/she is leader and as a representative of the authority to external bodies and organisations as appropriate.
- To comment on, challenge and review the council's administration performance in the co-ordination and implementation of its policies and procedures.
- To champion and participate in Councillor Development and manage the Group Business Manager to ensure the smooth running of the Group and the personal development of its councillors.
- To advise the Leader of the Council of the Group's position on issues relating to external relationships.
- To represent the Group on relevant formal and informal working groups
- To maintain effective liaison with the Chair of the Overview and Scrutiny Management Committee.
- To participate in the development of corporate strategies and policies.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Note: The level of Allowance paid to Group Leaders is calculated in relation to the size of the Political Group and the level of workload and responsibility that comes with that Group.

Skills and Knowledge for an Opposition Leader

Leadership Skills

- Ability to provide political leadership of their Group and manage the tensions between the political demands and expectations of the Group, and the needs of the council.
- Ability to hold Cabinet to account.
- Ambassadorial skills to be able to represent the council both within and outside the council including at regional and national level.
- Ability to discipline members of their political Group, when necessary.
- Political sensitivity to be able to address difficult issues with other Groups.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups, to the benefit of the Kirklees community
- Ability to build effective relationships with other parts of the political management structure e.g. full council, Overview and Scrutiny, Area Committees and other political Groups.
- Political sensitivity to be able to address difficult issues across all groups.

Knowledge

- Understanding of the roles of Leader of the Council, Cabinet members and the Leader of an Opposition Group within the council.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the challenges facing local government.
- Understanding of council strategy, policies and operations.
- Knowledge of the role of local partners and the services they deliver and their relationship with the council.
- Detailed understanding of the council's constitution, Code of Conduct, budget and audit processes and key internal policies.
- Detailed knowledge of community needs and their priorities for action.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing councillors and the practical implications for the councillors in their Group.

Communication

- Ability to facilitate effective communication within and across the council, and ensure the community is given the opportunity to engage in policy development of the opposition Group.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Advanced listening, questioning and negotiation skills.
- Advanced presentation and public speaking skills

Chairing Skills

There are no specific chairing responsibilities inherent in this post.

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the Group.

Other Skills and Abilities

- Ability to assimilate and analyse complex information.
- Research skills and policy development.

Role Profile of a Deputy Leader of an Opposition Group

This role profile is to be read in conjunction with the role profile for Leader of a Group.

Role and Responsibilities

- To undertake the development required to ensure that the post holder is equipped with the knowledge and skills required to carry out the role of the Group Leader when called upon.
- To assist the Group Leader to manage the work of Councillors within the Group.
- To work with the Group Leader on the budget and policy development for the Group
- To deputise for the Group Leader in his or her absence and undertake the duties set out in the role profile for Leader of a Group.
- To support the Group Leader in the initiation of policy.
- To work closely with Executive Management Group and Heads of Service where appropriate.
- To hold the Cabinet to account at Council meetings.
- To play a proactive role in Overview and Scrutiny to discuss decisions taken or support the policy formulation process.
- Consult interested parties, ward councillors and citizens as part of the development and review of group policy
- To assist the Group Leader when consulting on, and drawing up the revenue and capital budgets.
- To undertake detailed work in preparation for Council meetings.
- To be an advocate for the group within their capacity as a group officer.

Skills and Knowledge for a Deputy Leader of an Opposition Group

As it is expected that the Deputy Leader is able to deputise for the Leader, the additional skills and Knowledge set out for the Leader are copied here as they are also required of the Deputy Leader.

Leadership

- Ability to provide political leadership of their Group and manage the tensions between the political demands and expectations of the Group, and the needs of the Council
- Ability to hold the Executive to account
- Ambassadorial skills to be able to represent the Council both within and outside the Council including at regional and national level
- Ability to, when necessary, discipline Members of their political Group
- Political sensitivity to be able to address difficult issues with other Groups

Chairing

Intermediate chairing skills

Organisational Skills

- Ability to plan and prioritise the business of the Group

Other Skills

- Assimilating and analysing complex information
- Research skills and policy development

Knowledge

- Understanding of the roles of Leader of the Council, Cabinet members and the Leader of a Group within the Council
- Understanding of the legally defined role of certain senior officers
- Knowledge of the work of national, regional and sub regional bodies and the role of the Council within them
- Understanding of the national policy framework and its impact on local policy development
- Knowledge of the challenges facing local government
- Understanding of Council strategy, policies and operations
- Knowledge of the role of local partners and the services they deliver and their relationship with the Council
- Understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies
- Knowledge of community needs and their priorities for action
- Understanding of the relationship between national politics and local political leadership
- Understanding of the wider, national issues facing councillors and the practical implications for the Councillors in their group

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the Kirklees community
- Ability to build effective relationships with other parts of the political management structure e.g. full Council, Overview and Scrutiny, Area Committees and other political groups
- Political sensitivity to be able to address difficult issues across all groups

Communication

- Ability to facilitate effective communication within and across the Council, and ensure the community are given the opportunity to engage in policy development of the group
- Advanced skills in working with the media whilst being able to identify when additional support from public relations specialists is required, to ensure the Council is positively represented
- Advanced listening and questioning skills
- Advanced presentation skills and public speaking.



Member Role Profiles

Winchester City Council Member Role Profiles

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Member Role Profile

All Councillors

Purpose of Role

- To participate constructively in the good governance of the District.
- To contribute actively to the formation and scrutiny of the Council's policies, budget, strategies, service delivery and performance.
- To represent effectively the interests of their Ward and deal promptly and impartially with constituents' enquiries and representations.
- To champion causes which best relate to the interests and sustainability of the community and campaign for improvement of quality of life in the community in terms of equity, economy and the environment (subject to probity guidelines).
- If and when appointed, to represent the Council on outside bodies.
- To engage in Member development to enhance corporate and personal effectiveness.

Key Tasks

- To fulfil statutory and any additional locally determined requirements of an elected member of a local authority and the Council itself, including compliance with all the relevant codes of conduct and protocols, and participation in those decisions and activities reserved for the full Council (e.g. setting budgets).
- To participate effectively as a Member of any Committee or other body to which the Member is appointed.
- To participate as appropriate in the range of internal and external training courses offered to Members.
- To participate in the activities of any outside body to which the Councillor is appointed, providing two-way communication between the organisations and Council. To develop and maintain a working knowledge of the Council's policies and practices in relation to that body and the community's needs and functions.
- To participate in the scrutiny or performance reviews of the Council services, including where the Council so decides, the scrutiny of policies and budget, and their effectiveness in achieving the strategic objectives of the Council.

Member Role Profiles

- To participate, as appointed, in consultative processes with the community and other organisations.
- To represent the community to the Council and vice-versa through all appropriate means e.g. contributing to the work of local parish councils, town forum or other local representative organisations.
- To develop and maintain a working knowledge of the Council's services, management arrangements, powers/duties, and constraints and to develop good working relationships with relevant Council officers.
- To contribute constructively to open government and democratic renewal through active encouragement to the community to participate generally in the government of the area.
- To participate in the activities of any political group on the Council to which the Member belongs.



Member Role Profile

Leader

Purpose of Role

- To provide visible political leadership and accountability in relation to citizens, stakeholders and partners in the overall co-ordination of Council policies, strategies and service delivery.
- To lead Cabinet in its work to develop the policy framework and budget and to take political control of the Council within an agreed policy framework.
- To promote and contribute actively to the formulation, and respond to the scrutiny of, the Authority's policies, budget, strategies and service delivery.
- To lead the development of the Council's local and strategic partnerships and contribute to wider policy forums with a direct bearing on the work of the Council.

Key Tasks

- To provide leadership to the Council and its political administration and to be overall politically accountable for its policies and performance.
- To represent the Council in the community and in discussions with such regional, national and international organisations and others to pursue matters of interest to the Council and its communities.
- To direct, manage and chair meetings of the Cabinet and to take responsibility, individually and/or collectively for any specific portfolio, including providing a political lead in proposing new policy, strategy, budget and service standards, as well as acting as spokesperson for the Council.
- To provide policy leadership to the Council.
- As a Cabinet member to share in undertaking executive responsibility for developing and proposing overall strategy, budget, policy arrangements and service reviews.
- To participate in performance or scrutiny reviews of services, if appropriate.
- To provide the policy lead for the political group(s) providing the Council's political administration and to act as lead spokesperson for that Group.
- To be in regular contact with the Chief Executive, Directors and other relevant senior officers to consider and recommend action within approved policies and strategies.
- To ensure regular contact with, and timely provision of, appropriate information to other Group Leaders, non-Cabinet Members, community representatives and other local stakeholders and to take account of their views in shaping recommendations on policies, strategies and budgets.
- To maintain professional working relationships and establish mutual respect with all members and officers.
- To have overall political responsibility for the preparation, publication and management of the Council's Forward Plan.

Member Role Profiles

- To nominate (or make arrangements for others to nominate) members of his/her group to serve on formal and informal committees, sub groups and, where appropriate, local outside bodies.
- To make decisions under any delegated powers set out in the Council's Constitution, Part 3 – Responsibility for Functions, Section 3 and act as a consultee for officers carrying out delegated decisions as required by any minute or under Section 6 of Part 3.



Member Role Profile

Deputy Leader

Purpose of Role

- To assist the Leader of the Council.

Key Tasks

- To assist the Leader in the formal processes and matters of leadership of the Council, including developing overall strategy, budgets, policy arrangements and service reviews, and representing the Council in the community and in discussions with strategic partners and at wider policy forums with a direct bearing on the Council.
- To participate in scrutiny or performance reviews of services, if appropriate.
- To represent the Council and the political administration in the community and elsewhere as required by the Leader.
- In the absence of the Leader, to chair meetings of the Cabinet.
- To deputise for the Leader in his/her absence, including making decisions under any delegated powers set out in the Council's Constitution, Part 3 – Responsibility for Functions, Section 3 and acting as a consultee for officers carrying out delegated decisions as required by any minute or under Section 6 of Part 3.



Member Role Profile

Portfolio Holder

Purpose of Role

- To take responsibility within the Cabinet for a portfolio of services or functions of the Council relating to those matters in the portfolio.
- To contribute actively, through the portfolio and membership of the Cabinet, to the formation of the Council's policies, budget, strategies and service delivery.

Key Tasks

- To participate in the Cabinet and take responsibility and accountability for any portfolio allocated by the Council, including providing a lead and proposing new policy, strategy, programming, budget and service standards, and, where appropriate, leading performance reviews.
- To have a clear and full understanding of the respective portfolio, the scope and range of the relevant services for which he/she is responsible and an awareness of current agreed policies in respect of those services.
- To consult and communicate with all Members of the Council, Council officers and key partners, as appropriate, to ensure that decisions are well informed and that Council policies are widely understood and positively promoted.
- To act as spokesperson within and outside the Council for the matters within the portfolio, including ensuring links between the Council and national and regional bodies.
- To have responsibility for liaison with Directors and other senior officers responsible for the services within the portfolio.
- To answer and account to the Council, scrutiny committees and the community for matters within the portfolio.
- In the absence of another Portfolio Holder and at the request of the Leader, to carry out the duties of another specific Portfolio Holder.
- To make decisions under any delegated powers set out in the Council's Constitution, Part 3 – Responsibility for Functions, Section 3 and act as a consultee for officers carrying out delegated decisions as required by any minute or under Section 6 of Part 3.



Member Role Profile

Principal Opposition Group Leader

Purpose of Role

- To ensure effective, positive and constructive opposition to the Council's political administration.

Key Tasks

- To provide the policy lead to the largest minority political group providing the Council's formal opposition.
- To arrange for and co-ordinate officer advice to his/her Group subject to the provisions of the Member/Officer Protocol.
- To attend appropriate meetings of the Local Government Association and any other similar organisation.
- To provide, as appropriate, alternatives or amendments to the Council's policies, strategies and budgets, and propose amendments thereto.
- To be the main spokesperson for the principal minority group.
- To ensure effective communication between party group members, other political groups, officers, the community, other partners and organisations.
- To nominate members of his/her group to serve on formal and informal committees, sub groups and, where appropriate, local outside bodies.



Winchester
City Council

Member Role Profile

Minority Group Leader

Purpose of Role

- To ensure effective, positive and constructive opposition to the Council's majority party.

Key Tasks

- To provide the policy lead to a minority political group forming part of the Council's formal opposition.
- To arrange for and co-ordinate officer advice to his/her Group subject to the provisions of the Member/Officer Protocol.
- To attend appropriate meetings of the Local Government Association and any other similar organisation.
- To provide, as appropriate, alternatives or amendments to the Council's policies, strategies and budgets, and propose amendments thereto.
- To act as the main spokesperson for that minority group.
- To ensure effective communication between party group members, other political groups, officers, the community, other partners and organisations.
- To nominate members of his/her group to serve on formal and informal committees, sub groups and, where appropriate, local outside bodies.



Member Development Steering Group

12 January 2010

Report of the Head of Civic Legal and Democratic Services

Protocol for agreeing Ad-Hoc Requests from Members for Training & Development

Summary

1. This report presents to members the final draft of a protocol which has been established to deal with ad-hoc requests from Members for individual training and development events or activities outside of the Annual Core Programme and Personal Development Reviews.

Background

2. At the last meeting the Steering Group suggested a number of revisions to the protocol and requested that the protocol be circulated to directorates along with a comprehensive list of conferences for comment.

Draft Protocol

3. Attached at Annex A, is the revised protocol with the suggested changes in place, the key features of the protocol include:
 - Restricting the number of ad-hoc events/activities each Member can undertake annually;
 - The provision of a comprehensive list of Annual Conferences covering council services and performance areas which are available to members
 - Details of shared responsibility between Democratic Services and Directorates with regard to funding Annual Conferences

Proposed List of Annual Conferences for 2010/2011

4. Attached at Annex B is a list of Annual Conferences based upon the former 'Standing List'.
5. The list of Annual Conferences includes events covering individual portfolios, as well as areas of wider interest to members e.g. Planning, Scrutiny, Standards and Social Inclusion

6. Where possible the list gives details of when events take place, to allow members and officers to plan ahead and assist members in prioritising their preferred choice of conference under the conditions of the protocol.

Consultation

7. Directorates have been consulted on the implications of this protocol and comments have been received and will be made available at the meeting

Options

8. Members of the Steering Group can:
 - (a) support the introduction of the protocol as drafted at Annex A or;
 - (b) support the introduction of the protocol with suggested changes

Corporate Priorities

9. Establishing a protocol to deal with ad-hoc requests for Member training will contribute to the overall improved structure and effectiveness of Member training and development and thereby assist the Council in being an 'effective organisation'.

Implications

10. There are no known legal, human resources or other implications associated with this report. However, there are clearly financial and potentially equality of access implications associated with existing practices. The financial situation has been set out above and how ad hoc requests are dealt with in the future will continue to be a potential financial difficulty if no framework is put in place. Additionally, there are issues with placing the onus upon the Senior Member Support Officer to approve requests on an individual basis, however, fairly the postholder may attempt to do so.

Risk Management

11. In compliance with the Council's risk management strategy, the potential risk of not implementing a protocol for dealing with ad-hoc requests is that respect for the wider Member Development Policy will be marginalised. Equally, there will continue to be a risk that these requests cannot be managed within budget.

Recommendation

12. Members are asked to support the implementation of the proposed protocol as drafted or as amended.

Reason

13. In order to provide a structured approach towards dealing with ad hoc requests

Contact Details

Author:

Dawn Steel
Democratic Services Manager

Amanda Oxley
Senior Member Support Officer

Chief Officer Responsible for the report:

Alison Lowton
Interim Head of Civic Democratic and Legal Services

Report Approved

Date 17/112009

Specialist Implications Officer(s)

None

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

Annex A Councillor attendance at ad-hoc conferences and external training and development events – A Protocol

Annex B Annual List of Conferences 2010/2011

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Councillor attendance at ad-hoc conferences and external training and development events.

A PROTOCOL

The purpose of this protocol is to give members and officers clear understanding of the process for the approval of Member requests to attend external training, seminars and conferences. Attendance at party political conferences are specifically excluded from this protocol and all expenses associated with attendance at these events will be met by the relevant group or the individual concerned.

Requests to attend conferences and seminars fall within three categories:

- 1 Conferences which are included on the list of Annual Conferences (see Annex 1 to this protocol)
- 2 Ad-hoc Requests e.g. conferences which are received direct to the individual member from an external source.
- 3 Conferences which are received into Democratic Services which are then circulated to relevant members for their consideration

Such requests will be restricted to **a maximum of 1 per member per year**. Members are encouraged to identify in advance through their personal development review any conference with a specific theme which they would be interested in attending should the opportunity arise. However, this protocol recognises that identifying such themes in a personal development review should not become the only way to secure attendance at external events.

List of Annual Conferences

Criteria for attending

None other than Members are asked to choose whether their sole ad-hoc request in any given year should be a conference from the Annual List or any other appropriate ad-hoc event.

Approval and Funding Arrangements

Approval together with any arrangements for attendance at these conferences can be made either by the relevant directorate or by Democratic Services. The Council no-longer has a separate budget for conferences on the standing list, therefore, funding for any costs including travel and accommodation for these conferences will be met jointly between the relevant directorate and democratic services. For this reason, it is essential that both departments provide a charge code to which their relevant portion of the costs can be charged.

Members Ad-hoc Requests to attend External Conferences

Throughout the year members receive a large proportion of emails and flyers advertising external events at both a regional and national level.

Criteria for attending

Members will need to ask themselves one of the following questions before requesting to attend an ad-hoc external conference or training event.

Annex A

- Does the event directly relate to the priorities and work of the Council, and to their role, OR
- Does the event directly address new legislation, new “best practice” requirements, or other innovation, OR
- Does the event match any of the areas identified for development in their Personal Development Review? (PDR) *Whilst priority will be given to those members who have flagged up the request through their PDR, the PDR process is not a prerequisite of a request being approved.*

Other factors will also be taken into account, which will include 'best value' (e.g. consideration of the delegate fee, travel and accommodation costs, location and whether the member has already had a request approved in that budget year.

External Opportunities offered by Democratic Services

Similar to ad-hoc requests, emails and flyers advertising external events are received into Democratic Services where they are assessed for suitability, value for money etc. Then, subject to available budget may be forwarded to members who:

- Have identified the topic as a relevant area for development through their Personal Development Review
- Would directly benefit from attending the seminar due to their role/portfolio

Approval Process

Approval to attend an external seminar forwarded by Democratic Services is automatic by nature of the invitation. Members wishing to take up such an offer should respond to the Senior Member Support Officer accepting the offer of a place so that registration and travel/accommodation arrangements can be made

Promoting the Dissemination of Learning

Promoting the Dissemination of Learning is a requirement of the I&DeA Member Development Charter. Attendance at external events is a valuable way of acquiring information about a wide range of issues including new and innovative practice, new legislation, and other regional and national developments.

It will therefore be expected that, wherever appropriate, Members who attend external events will lodge with the Members' Library any course information, handouts, etc. In addition, any Member attending external events must be prepared to provide a short written report as a minimum requirement, and where appropriate to provide briefing sessions to other Members in order to pass on information or learning that has been acquired.

.

Annual Conferences 2010/11

This list is a guide detailing conferences held during 2010/11 covering Council service and performance areas. Members may find the list useful to assist in prioritising an appropriate ad-hoc training opportunity in accordance with the agreed protocol.

Executive Portfolios		
Portfolio Holder	Conference	When does it usually take place?
Leader (Economic Development & Community Safety)	Institute of Economic Development annual Conference	October
	LGA Safer Communities Annual Conference	October
City Strategy	Car Free Cities	June/July
	PTRC (formerly Planning & Transport Research and Computation)	May
Corporate Services	CIPFA Annual Conference	June
Housing & Adult Social Services	National Children & Adult Services Conference	November
	Institute of Housing Annual Conference	June
Children and Young People	National Children & Adult Services Conference	November
	North of England Education Conference	January
Neighbourhood Services	Environmental Health Annual Conference	February
	Annual Climate Change Conference	January
	Trading Standards Annual Conference	February
Leisure Culture & Social Inclusion	PLA (Public Libraries Association)	April/May
	LGA Annual Conference for Culture, Tourism and Sport	March

Members on Planning	When does it usually take place?
English Historic Towns Forum	January/February
RTPI Planning Convention	June
Planning Summer School	August/September

Members on Scrutiny	When does it usually take place?
Centre for Public Scrutiny Annual Conference	June/July

Members on Standards	When does it usually take place?
Standards Board for England Annual Conference	October

Members on Social Inclusion	When does it usually take place?
Inside Government's Annual Social Inclusion Conference	October

Members on Audit & Governance	When does it usually take place?



Member Development Steering Group

12 January 2010

Report of the Head of Civic Legal and Democratic Services

Review of Member Training and Development Budget

Summary

1. This report sets out the position to date regarding expenditure against the Member Training & Development budget and seeks Members views on increasing the available budget for 2010/11

Background

2. Member Training and Development is allocated an annual budget of £10K from which all costs associated with the annual programme as well as personal development reviews and requests to attend external training events/seminars are currently met.
3. Currently, all of the £10k from the 2009/10 budget is already committed and this steering group recently took the decision to freeze spending on ad-hoc additional training requests for the rest of the current financial year.
4. The restriction on spend means that any requests to attend training with an associated cost, other than training which has already been committed to as part of the core programme, will not be approved for the remaining budget period.

Member Development Budget

5. York has a relatively low budget set aside for development of it's elected members in comparison to other authorities in the region. The table below shows a comparison of local authority spend on Member Development of neighbouring authorities (*excluding staffing costs*):

Authority	Annual Budget	No of Cllrs	Av spend per head
Bradford	£30K	89	£337
Calderdale	£30K	51	£588
Hull	£30K	59	£508

Authority	Annual Budget	No of Cllrs	Av spend per head
Kirklees	£8K	69	£116
Wakefield	£22k**	63	£350
York	£10K	47	£212

** Includes conferences

6. There is increasing pressure on the current budget as we strive toward improving the development of our elected members whilst working towards the Charter. At present, basic provision of a core annual programme together with offering each member a Personal Development Review takes up the majority of the available budget. In addition, increasing requests from members to attend external conferences which are often held outside the region are becoming more and more frequent and it is not always possible to authorise these requests due to unavailability of funds.
7. Wherever possible development opportunities offered through York's core programme are delivered internally by our own skilled officers who are experts in their field. However, whilst it is recognised that our own officers provide a highly valued resource, the range of topics which they are able to officer is restrictive
8. More frequently it is becoming necessary to look beyond the skills of our own officers when sourcing training provision for elected members by using external providers This is particularly the case when delivering specific skills training such as:
 - Chairing Skills
 - Gambling & Licensing Training
 - Scrutiny Skills
 - Leadership Skills
 - Media Training
9. High quality external training provision comes at a cost. On average a full days training delivered by an external facilitator costs between £1200 and £2,500. Similarly, the delegate rate for attending external conferences and seminars has risen rapidly in recent years with a high proportion of these events being held in London.
10. A typical conference costing £375 for a single member to attend can cost an additional £200 once travel and/accommodation costs are added.
11. We currently offer 2 places each year on the highly recommended 'Leadership Academy' residential programme at a costs £1500 per delegate.

12. Whilst savings could be made by cutting back on the use of external trainers and perhaps restricting member attendance to regional conferences/seminars, it is possible that this could have a negative impact on the development of our elected members.
13. In theory, applying such restrictions could provide members with less opportunity to challenge and apply objectivity whilst learning from and networking with a wide range of other organisations and local authorities that attend such seminars and conferences.

Consultation

14. No consultation has taken place in relation to this report, it is largely for information only and the budget is managed directly by Democratic Services.

Options

16. the following options are available to Members:
 - a. To suggest to the Standards Committee that the Member Development Budget be increased
 - b. To impose a restriction on the use of external trainers and/or attendance at London based conferences and events in order to rationalise spending to the Member Development Budget
 - c. To keep the Member Development budget at it's current level of £10k

Corporate Priorities

17. Ensuring spend on this budget is managed carefully and constructively, contributes to the Council's ambitions to become an Effective Organisation.

Implications

18. There are no known implications associated with the contents of this report other than any financial implications arising from any future potential overspends.

Risk Management

19. In compliance with the Council's risk management strategy, there are no risks associated with the contents of this report other than a failure to manage resources effectively by overspending on the Member Development Budget.

Recommendation

20. Members are asked to:

- (i) Comment on the contents of the report.
- (ii) Agree whether to make any restrictions to the use of the budget in terms of external training provision and/or conferences outside the regional.
- (iii) Invite Standards Committee to consider making a recommendation to the Executive and Council, as part of the budget setting process to increase the current Member Development Budget in light of the pursuit of Member Development Charter Status

Reason

- 21. In order to ensure the Council can deliver effective Member Development opportunities to members within the scope of the budget.
- 22. To comply with the requirements of the Charter which state that members are actively involved in setting the Member Development Budget and monitoring the level of spend.

Contact Details

Author:

Amanda Oxley
Senior Member Support Officer

Dawn Steel
Democratic Services Manager

Chief Officer Responsible for the report:

Alison Lowton
Interim Head of Civic Democratic and Legal Services

Report Approved **Date** 22/122009

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.