



Notice of meeting of

Member Development Steering Group

To: Councillors Runciman (Chair), Wiseman and Gunnell

Date: Wednesday, 31 March 2010

Time: 4.00 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 - 6)

That the minutes of the meeting held on 12 January 2010 be approved and signed by the Chair as a correct record.

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 Tuesday 30 March 2010**.

4. Member Development Programme (Pages 7 - 16)
2010/2011

This report sets out some initial suggestions for the proposed programme of Member Development events for 2010/2011.

- 5. York Elected Member Role Profiles.** (Pages 17 - 54)
This report advises Members on a range of individual role profiles for Members with a view to them being adopted by City of York Council in its journey to gain the ID&eA Member Development Charter.
- 6. Second Monitor of Member Training & Development Programme.** (Pages 55 - 62)
This report informs Members of the take up to date at events offered as part of the current Member Training & Development Programme together with a summary of feedback received from attendees for each of the events for the period November 2009 to March 2010.
- 7. Work Plan** (Pages 63 - 64)
The Member Development Steering Group's Work Plan is attached for the Group's consideration.
- 8. Urgent Business**
Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer
Laura Bootland
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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
- Copies of reports

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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	12 JANUARY 2010
PRESENT	COUNCILLORS RUNCIMAN (CHAIR), WISEMAN AND GUNNELL

21. 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.

22. MINUTES

RESOLVED: That the minutes of the meeting held on 25 November 2009 be approved and signed by the Chair as a correct record.

23. PUBLIC PARTICIPATION

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

24. THE CHARTER JOURNEY

Chris Farquar, former Member Training and Development Officer for Calderdale Council gave a verbal briefing to Members, reflecting on his experience of achieving the Charter during his time working for Calderdale and on the work he was undertaking as he embarked on the Charter journey again, this time with Bradford MDC.

Details were given of some of the issues involved in achieving charter status, as well as examples of development opportunities that had been offered to Members. Future plans included: more personalised learning, the development of e-learning, offering training programmes to Members from other local authorities and arranging more regional events.

Chris was thanked for the information that he had provided and for his attendance at the meeting.

25. INTRODUCTION OF ROLE PROFILES

Consideration was given to a report that provided examples of individual role profiles for members, with a view to similar role profiles being adopted by City of York Council.

- RESOLVED: (i) That, subject to further consultation, the Steering Group supported the introduction of role profiles for Members.
- (ii) That, at the next meeting, draft profiles in line with those outlined in Annex B of the report, be presented for the following roles¹:
- Ward Councillor
 - Leader of the Council
 - Deputy Leader of the Council
 - Portfolio Holder
 - Scrutiny Chair
 - Chair of quasi-judicial committee (generic profile)
 - Leader of an opposition group
- (iii) That the I&DeA skills framework be incorporated into the profiles.

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

Action Required

1. Draft profiles incorporating I&DeA skills framework AEO

26. PROTOCOL FOR AGREEING AD-HOC REQUESTS FROM MEMBERS FOR TRAINING AND DEVELOPMENT

Consideration was given to a report that presented the final draft of a protocol, which had 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.

The draft protocol had been circulated to directorates for comment, along with a comprehensive list of conferences. Comments that had been received from Directors were tabled for consideration. Members noted the concerns that had been raised regarding the financial contribution that Directorates would be required to make if the protocol were to be adopted, and the difficulties that may arise when conference themes were cross-directorate. In light of these potential complications, it was suggested that the implementation of the protocol be monitored for the first year.

- RESOLVED: (i) That the Steering Group recommend to the Standards Committee that the draft protocol be adopted¹.

- (ii) That the implementation of the protocol be monitored for a year, with an initial review taking place after six months².
- (iii) That, at the next meeting, details be provided of attendances at conference³.

REASON: In order to provide a structured approach towards dealing with ad hoc requests for attendance at conferences.

Action Required

- | | |
|--|-----|
| 1. Refer to Standards Committee | AEO |
| 2. Agenda item for workplan | AEO |
| 3. Information to be provided for next meeting | AEO |

27. BUDGET REPORT

Members considered a report that set out the position to date regarding expenditure against the Member Training and Development budget and sought Members' views on increasing the available budget for 2010/11.

Officers drew attention to the table showing a comparison of neighbouring local authority spend on member development. They explained that, because of the way in which authorities structured their budgets, exact comparisons were difficult. Members were asked to consider whether they wished to suggest to the Standards Committee that the Member Training and Development budget be increased or retained at its current level.

Members noted the cost implications of using external trainers and of attendances at London based conferences. They agreed that in some circumstances these costs were unavoidable. Nevertheless they would wish to see such expenditure incurred only after other options had been explored.

- RESOLVED: (i) That the report be noted.
- (ii) That it be recommended that the Member Training and Development Budget remain at its current level of £10k.
 - (iii) That it be recommended that the use of external trainers and attendances at London based conferences and events be closely monitored in order to rationalise spending to the Member Development Budget.

- REASONS: (i) To ensure that the Council can deliver effective Member Development opportunities to Members within the scope of the budget.
- (ii) 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.

Councillor C Runciman, Chair

[The meeting started at 4.30 pm and finished at 6.00 pm].



Member Development Steering Group

31 March 2010

Report of the Head of Civic Legal and Democratic Services

Member Development Programme 2010/2011

Summary

1. This report sets out some initial suggestions for the proposed programme of Member Development events for 2010/2011

Background

2. The Council 2009/2010 programme is coming to a close and the monitoring of attendance and feedback will be reviewed by the Steering Group and any findings will inform the next programme.

Annual Programme of Development Events 2009/2010

3. Attached is the first draft of suggested events for the 2010/2011 (Annex A) on which members further comments and suggestions are welcome.
4. A number of key sessions such as Corporate Parenting, Risk Management, appeared in the 2009/10 programme and are being included again in order to give members a further opportunity to attend.
5. Any development needs falling out of the Personal Development Reviews 2009/2010 have been considered and where possible, training needs identified through the PDR process which may appeal more generally to Members.
6. The Council's Management team have been asked to consider what topics they feel would be worth including in the next programme and any comments received will be communicated to Members at the meeting.

6. Additional Development Support and Opportunities

The following additional opportunities and support for Members will be made available through the programme.

Personal Development Reviews (PDRs)

Members will be offered a choice of Personal Development Plan (PDP), Personal Development Review (where a PDP has already been undertaken) or an on-line training needs analysis (for those unable to undergo a PDP/PDR. interview)

Modern Councillor e-learning Courses – A suite of around 10, 30 minute e-learning courses such as 'Community Leadership', 'Risk Management', 'Equality & Diversity', 'Chairing 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.

Leadership Opportunities – 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. The Leadership Academy is a residential course. Most of the programmes take place at Warwick Business School, however programme 107 will be held in York with modules taking place in September, October and November 2010.

We are fortunate to have secured regional funding for one free place on the Leadership Academy this year through Local Government Yorkshire & Humber. Steering Group members are asked to consult their Groups on which of their members they wish to nominate to take part in the Leadership Academy Programme 2010/2011. A full list of programmes, venues and dates will be forwarded to Steering Group Members in due course.

In addition to the I&DeA's Leadership Academy, Members also have the opportunity to participate in the annual Next Generation Leadership Programme which is run by the Leadership Centre.

Like the I &DeA Leadership Academy the programme covers policy and strategy, community leadership, political management and personal skill development but it differs from the I&DeA's programme in that there is a separate programme for each party. Nomination is through the LGA political groups and more information can be found at <http://www.localleadership.gov.uk/delivering/nextgeneration/>

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. **Attendance at such conferences/events will now be subject to the Protocol on Attendance at Ad-Hoc Training Events.**

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

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

6. Consultation on the draft programme is currently being undertaken with all directorates, the outcome of which will be reported back to the Group before the final programme is agreed.

Options

7. (a) To endorse the initial suggestions set out for the draft Member Development Programme as set out in Annex A;

(b) To suggest alterations/additions to the draft outline programme;

Corporate Priorities

8. 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

9. The following implications will need to be considered:
 - **Financial** – Any financial costs associated with the Member Development Programme 20010/2011 will be met from the existing £10K Member Development budget managed and monitored by the Senior Member Support Officer. Provisional costs will be provided in due course.

Members should be reminded that any external PDP consultant costs will still need to be funded from the existing budget for the Programme.

- **Human Resources (HR)** – Any HR issues arising from the programme relate to trainers & staff support for events and will be addressed throughout the development of this programme.
- **Equalities** - There will be equalities implications associated with the type and nature of training provision. These will become clearer as the Programme evolves.
- **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, together with any on-line learning etc.
- **Property** – There are no property implications associated with this report
- **Other** – There are not other implications associated with this report.

Risk Management

10. 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

11. It is recommended that Members:
 - (a) Endorse the initial suggestions for a draft outline Member Development Programme, as revised or not, to enable arrangements for the delivery of planned events for 20010/2011 to commence

Contact Details

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Chief Officer Responsible for the report:
Alison Lowton
Interim Head of Civic Democratic and Legal
Services

Report Approved



Date 23 March 2010

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

Annex A – Draft Outline Development Programme 2010/11

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DRAFT PROGRAMME OF EVENTS 2010/2011				
Month	Session Details	Target audience	Details/reason for training	internal/external trainer and basic cost (excluding room hire/catering)
June	Corporate Parenting	All Members	To remind members of their responsibility towards looked after children within the City	Internal
June	Statutory Training for Planning Members	Essential to all members on Planning	To ensure that all members are full informed and trained in all aspects of taking decisions relating to planning matters.	Internal
June	Member Visit to York College	All Members	Follow up to last years Pre-Council Seminar	NIL
7 June 2010	Scrutinizing Partnerships	Members of Scrutiny/all members	identifies key partnerships, the benefits and legislative basis of partnership working and promotes members as 'partnership advocates' maximising community and corporate leadership effectiveness through partnership working. Gives a number of partnership development techniques to take away and use. Can also cover the role of O&S in the LSP if required	External

DRAFT PROGRAMME OF EVENTS 2010/2011

Month	Session Details	Target audience	Reason for training	internal/external trainer and basic cost (excluding room hire/catering)
14 July 2010	Raising the Bar in Scrutiny	All members	review best practice, using case studies members can transform the effectiveness of scrutiny to produce positive high value recommendations and build partnerships with Officers and the Executive. . Interactive, great fun	External
8/15/22 July	Summer Planning Updates	Planning Members	To keep abreast of any legislative changes etc	Internal
Sept	'In a nutshell' (sessions under 1½ hrs) - Member/Officer Protocol	All Members	Requested by Standards Committee	Internal – Andrew Docherty
Sept	Speaking off the Cuff	All Members	<i>Identified through PDR process</i> this would encourage members to use different techniques to give impromptu speeches energy, authority and polish.	External – Successful Speeches
Sept	'In a nutshell' - Complaints Hearings and Conduct Issues	All Members	Requested by Standards Committee to raise awareness of the complaints procedure among members	Internal - Andrew Docherty

DRAFT PROGRAMME OF EVENTS 2010/2011

Month	Session Details	Target audience	Reason for training	internal/external trainer and basic cost (excluding room hire/catering)
14 Oct 10 (Prov)	Pre-Council Seminar 'Total Place' Making risk based decisions	All members	To comply with the requirements of the CAA which states all members should be trained	David Walker/Clare Rogers
Oct	The Councils Workforce Plan 1. Community Leadership 2. Skills in Partnership Working 3. Transformational Change	All Members	To comply with the requirements of the Councils Workforce Plan	Combination of Internal/External
Nov	Supercharged Debates	All Members	<i>Identified through PDR process</i> this session aims to make members stimulating, effective and logical debaters giving them more confidence within the political group setting.	External – Successful Speeches
2 Dec 10	Pre-Council Seminar	All members		tbc
February 2011	Theatre Workshop Equalities Issues	All Members	To raise member awareness of equality and diversity within the Council and its services	External
10/17/24 March	Spring Planning Updates	Planning Members	To keep abreast of any legislative changes etc	Internal
March	Safeguarding Vulnerable Adults	All Members	To give members a greater understanding of the issues around safeguarding the City's Vulnerable Adults	Internal

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Member Development Steering Group

31 March 2010

Report of the Head of Civic Legal and Democratic Services

York Elected Member Role Profiles

Summary

1. This report puts before members a range of individual role profiles for members with a view to them being adopted by City of York Council, in its journey to gain the ID&A Member Development Charter.

Background

2. At its meeting on the 12 January members were presented with a number of role profiles adopted by other councils.
3. The Steering Group expressed its preference for a style and format of role profiles for City Of York Council Elected Members and asked officers to bring back to the next meeting a specific list of draft Role Profiles tailored to York.

Member Role Profiles

4. The existence of role profiles for Local Authority Members are considered good practice by the ID&A and generally speaking those local authorities which have introduced role profiles have successfully achieved Member Development Charter Status. Mike Leitch, the consultant advising Members on 'Charter Status' suggests that "*although having role profiles for Members is not a requirement for achieving the basic level Charter Status, it would be for Charter Plus.*" He adds '*however, the assessors would require evidence that Members have a full understanding of their roles and responsibilities, which, in the absence of role profiles, would need to be evident to the assessors from one to one interviews with Members, as part of the final assessment process. Also, the assessors would expect to see guidance to Members on what was expected of individual roles.*' Mike further advises '*evidence would also need to be provided demonstrating what the Council uses to support its PDR process.*'
5. In addition to supporting the Council's bid for Charter Status, role profiles 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.
6. It is not clear, in the opinion of Officers, that sufficient evidence, outside of having role profiles for Members, exists to demonstrate to assessors that Members have a full understanding of their roles (certainly initially). For that reason and in view of the other potential benefits in assisting personal development etc, it is suggested that the role profiles would have a beneficial impact in York.
7. 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
8. 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 and which Members of the Steering have considered before .
9. Since the last meeting, further models and have been found. Based on these and the models considered previously by Members, some potential role profiles for York covering the areas set out in paragraph 6 above have been developed and are attached at Annex B.
10. At the last meeting of the Steering Group, it was also agreed that the Council should continue to use the ID&Ea Skills Framework for Members to assist in the assessment for core skills required for each role. The Framework is attached at Annex C to this report, as a reminder. If the Steering Group agree to pursuing the adoption of role profiles for Members in York, it is intended to identify the categories of core skills required for roles at the foot of each role profile. This will be based on the ID&Ea Framework.

Consultation

11. The attached role profiles have been developed following extensive consultation with other local authorities. Consultation still needs to take place within this Council (and particularly with the political groups) on draft profiles if the Steering Group wishes to pursue their introduction in York any further.

Options

12. (a) To consult upon the role profiles for York's elected members based upon the examples detailed in Annex B
or
(b) To commission officers to develop alternative role profiles based on previous models considered (eg. Annex A);
(c) To decide not to pursue further the development of role profiles for Members at this stage, based on the advice of Mike Leitch and on the understanding that this decision would not prejudice the Council's attainment of Charter Status.

Corporate Priorities

13. 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

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

Risk Management

15. In compliance with the Council's risk management strategy, the only risk associated with the contents of this report could be the failure to gain Charter Status if the Council were not ultimately to introduce role profiles for its Members and the remaining bid for Charter Status were not strong enough.

Recommendation

16. Members are asked to support the introduction of role profiles for Members in York as set out in Annex B, subject to further consultation with key officers and political groups for the reasons set out in paragraph 4 above and to authorize the Chair to liaise with Officers on the next steps in the process.

Reason

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

Contact Details

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Chief Officer Responsible for the report:

Alison Lowton
Interim Head of Civic Democratic and Legal
Services

Report Approved

Date 22/03/2010

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

Annex A – List role profiles for Kirklees

Annex B – Draft profiles for York



Councillor Role Profiles

Incorporating the Kirklees Skills & Knowledge Framework

Revised: November 2008

Councillor
Development



Contact Officer
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Kirklees Council Councillor Role Profiles

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Group Leader of Minority Party <i>(not available see Leader of an Opposition Group)</i>	

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

All Elected Members

Incorporating the Community Leadership role

Accountabilities

- To Full Council
- To the electorate of their ward
- Community groups, eg. Residents Associations, Parish Councils etc

Role Purpose and Activity

Representing and supporting communities

- To represent ward interests
- To be a channel of communication to the community on council strategies, policies, services and procedures
- To represent individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally
- To liaise with Executive members, other council members, council officers and partner organisations to ensure that the needs of the local communities are identified, understood and supported
- To promote tolerance and cohesion in local communities

Making decisions and overseeing council performance

- To participate in Full Council meetings, reaching and making informed and balanced decisions, and overseeing Council performance
- To participate in informed and reasoned decision making on committees and panels etc to which they might be appointed
- To promote and ensure efficiency and effectiveness in the provision of council and other public services
- To comply with the Council's Constitution (including Standing Orders governing the conduct of business at meetings)

Representing the Council

- To represent the Council as appropriate on local and regional outside bodies
- To represent the Council on local partnership bodies, promoting common interest and co-operation for mutual gain

- To represent and be an advocate for the Council on national bodies and at national events

Corporate Parenting

To improve outcomes for looked after childcare and care leavers, as a corporate parent

Internal governance, ethical standards and relationships

- To promote and support good governance of the Council and its affairs at all times
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support and adhere to respectful, appropriate and effective relationships with employees of the Council
- To adhere to the Members' Code of Conduct, the Constitution, the Protocol on Officer/Member Relations and to promote the highest standards of behaviour in public office

Personal development

- To participate in opportunities for development provided for members by the authority under the Member Development Policy, particularly those identified as core skills. As such to undertake 8 developmental activities in each Municipal Year.

Leader and Deputy Leader

Accountabilities

- To Full Council
- To nominating Group

Role Purpose and Activity

Provide political leadership to the Council

- To be a figurehead for the Council
- To provide leadership in building a political consensus around council policies
- To work with others in building a vision for the Council and community
- To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery

Appointment of the Executive

- Appoint Executive Members to appropriate portfolios

Representing and acting as ambassador for the Authority

- Represent the Authority to a high standard and provide a strong, competent and eloquent figure to represent the Authority both within the Council and the Community
- Represent the Authority on the Local Government Association General Assembly
- Provide leadership and support local partnerships and organisations , including Local Strategic Partnership (Without Walls)
- Represent the Authority and its interests in regional and national bodies as appropriate.

Provide leadership within the portfolio

- Fulfil the role of a portfolio holder, having regard to the role purpose and activities, and the powers of an Executive Leader

Manage and lead the work of the Executive

- Ensure the work of the Executive meets Council policy objectives under its Corporate Strategy
- Advise and mentor other Executive Members in their work.
- To chair meetings of the Executive in line with the Constitution. (In the Leader's absence the Deputy Leader should fulfil this role)
- Be aware of individual and collective performance within the Executive and facilitate appropriate future development, through the Member Development Programme.

Participate in the collective decision making of the Executive

- To work closely with other cabinet members to ensure the development of effective council policies and the budgetary framework for the Council, and the delivery of high quality services to local people.

- To accept collective responsibility and support decisions made by the Executive

Ethical Standards and Governance

- Demonstrate a commitment to high ethical standards of behaviour and governance

To work with Scrutiny

- Support open and transparent scrutiny, encouraging Council, the Executive and statutory partners to work constructively with scrutiny in developing policies and strategies for the future and in improving Council services
- Ensure Executive Members to work collaboratively with Scrutiny Members (including attendance at scrutiny meetings, as requested)

To work with officers to lead the organisation

- Liaise with the Chief Executive and other appropriate officers on a regular basis
- Work with employees of the Council in relation to the strategic vision and direction of the Council, the management roles of officers and the development of policy issues.

Showing due care and respect in all relationships as required by the Member Code of Conduct and the Officer/Member Relationship Protocol

Leading partnerships and community leadership

- To give leadership to local partnerships and partners in the pursuit of common aims and priorities
- To negotiate and broker in cases of differing priorities and disagreement
- To act as a leader of the local community by showing vision and foresight

Opposition Group Leader

Accountabilities

- To Full Council
- To nominating group

Role Purpose and Activity

Contribute political leadership to the Council

- To be a political figurehead for the Group and be the principal political spokesperson for the Group.
- To provide leadership in building a political consensus, where possible, around council policies
- To work with others in building a vision for the Council and community
- To provide strong, clear leadership in the co-ordination of Group policies and practices

Representing and acting as an Ambassador for the Authority

- Represent the Authority to a high standard and provide a strong, competent and eloquent figure to represent the Authority on any appointed internal or external bodies, including partnerships.

Manage and lead the work of the Group

- Ensure effective communication between party group members, other political groups, officers, the community, other partners and organisations (in accordance with the Member Code of Conduct and the Officer/Member Relations Protocol)
- Provide support and mentoring to fellow Members on the Council, within the Group, as appropriate
- Be aware of individual skills within the Group and facilitate appropriate future development (such as may be required), in accordance with the Member Development Policy and Programme.

Participate in collective decision making

- To provide, as appropriate, alternatives or amendments to the Council's policies, strategies and budgets, and propose amendments thereto
- To nominate members of his/her group to serve on formal and informal committees, sub groups and, where appropriate, local outside bodies.
- Liaise with the Chief Executive and other appropriate officers on a regular basis in relation to Council business, such as may be necessary

Showing due care and respect in all relationships as required by the Member Code of Conduct and the Officer/Member Relationship Protocol

Ethical Standards and Governance

- Demonstrate a commitment to high ethical standards of behaviour and governance

To work with Scrutiny

- Support open and transparent scrutiny, encouraging the Group to work constructively with Council, the Executive and statutory partners through scrutiny in developing policies and strategies for the future and in improving Council services
- Coordinate effectively Group requests for scrutiny reviews

Executive Member

Accountabilities

- To the Leader
- To the Executive (through collective responsibility)
- To Full Council

Role Purpose and Activities

Portfolio leadership

- Giving political direction to officers working within their portfolios
- Gain the respect of officers within the portfolio; provide support to officers in the implementation of portfolio programmes
- Provide leadership in the portfolio
- Be accountable for choices and performance in the portfolio
- Have an overview of the performance management, efficiency and effectiveness of the portfolio
- Making executive decisions within the Portfolio (in all cases where specific individual responsibilities for making decisions have been delegated by the Executive in the Constitution)

Contribute to the setting of a strategic agenda and work programme for the portfolio

- Work closely with the relevant Chief officer to ensure close liaison and a clear understanding of each other's roles
- Work with officers to formulate policy documents both strategic and statutory.
- Provide assistance in working up and carrying through a strategic work programme both political and statutory. Carry out consultations with stakeholders as required.

Provide representation for the portfolio

- Provide a strong, competent and persuasive figure to represent the portfolio.
- Be a figurehead in meetings with stakeholders.

Reporting and accounting

- Report as appropriate to the Leader, Full Council, appropriate chair of Overview and Scrutiny, Regulatory bodies and the media.
- Be the principal group? spokesperson for the portfolio.
- Appear before overview and scrutiny committees in respect of matters within the portfolio, as required.

Take an active part in Executive meetings and decision making

- To show an interest in and support for the portfolios of others
- To recognise and contribute to issues which cut across portfolios or are issues of collective responsibility

-

Leading partnerships and community leadership

- To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities
- To negotiate and broker in cases of differing priorities and disagreement
- To act as a leader of the local community by showing vision and foresight in their portfolio areas

Chair of a Regulatory Committee **(Planning, Licensing Or Gambling Committees)**

Accountabilities

- To Full Council
- To the members of the regulatory committee

Role Purpose and Activity

Provide leadership and direction

- Provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
- Ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
- Demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements

Promoting the role of the regulatory committee and quasi-judicial decision making

- Act as an ambassador for the regulatory committee, facilitating understanding of the role
- Act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
- Ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in individual cases/applications before formal committee meetings

Internal governance, ethical standards and relationships

- Develop the standing and integrity of the committee and its decision making
- understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility
- Promote and support good governance by the Council.
- Act in accordance with the requirements of Council policies governing the function and in the case of planning, the Planning Code of Conduct

Chair of an Overview and Scrutiny Committee

Accountabilities

- Full Council
- The Public
- External Regulatory Bodies

Role purpose & activity

Hold the Executive to account

- Develop a constructive critical friend/support relationship with the Executive, Council Management Team and Partners
- Evaluate the validity of executive decisions and challenge inappropriate decisions through agreed processes
- Ensure effective engagement with policy development

Provide leadership and direction

- Provide confident and effective management of the Committee
- Promote the role of Overview and Scrutiny within and outside the council, liaising effectively both internally within the council and externally with the Council's partners
- Co-ordinate the work of the Committee and development of a work programme
- Ensure the programme takes account of relevant factors such as the forward programmes of the Executive and other committees, corporate priorities and risks, and relevant community issues
- Demonstrate an objective and evidence based approach to Overview and Scrutiny
- Evaluate the impact and added value of Overview and Scrutiny activity and identify areas for improvement

Manage the work programme

- Act as "gatekeeper", helping to prioritise the Overview and Scrutiny work programme
- Ensure that the work programme is delivered
- Report on progress against the work programme to Council, and others as appropriate
- Liaise with officers, other members, community representatives and partners to resource and deliver the work programme
- Co-ordinate work with other Chairs and share learning

Effective meeting management

- Set agendas containing clear objectives and outcomes for the meeting
- Manage the progress of business at meetings, ensuring that meeting objectives are met, and the code of conduct, standing orders, scrutiny procedural rules and other constitutional requirements are adhered to
- Meet regularly in advance with key officers to ensure the necessary work for the meeting and ongoing issues are in hand
- Ensure that all participants have an opportunity to make an appropriate contribution, in accordance with the scrutiny procedural rules

Community leadership

- Act as a focus for liaison between the council, community and external bodies in relation to the Overview and Scrutiny function
- Build understanding and ownership of the Overview and Scrutiny function within the community
- Identify relevant community based issues for Overview and Scrutiny
- Involve fully external stakeholders for example, service users expert witnesses and partners in Overview and Scrutiny activity

Involvement and development of committee members

- Encourage high performance from all committee members in both committee and task groups, as well as in informal scrutiny activity
- Assess individual and collective performance within the committee and facilitate appropriate future development, through the Member Development Programme.

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The I&DeA's Political Skills Framework

Six core skills for councilors

- **local leadership**

characteristics: engages enthusiastically and empathetically with the community in order to learn, understand and act upon issues of local concern. Mediates fairly and constructively, encouraging trust by representing all sections of the community

- **partnership working**

characteristics: builds positive relationships by making others feel valued, trusted and included, and by working collaboratively to achieve goals. Maintains calm and focus, recognises when to delegate or provide support, and is able to take a long-term view in developing partnerships

- **communication skills**

characteristics: listens sensitively, uses appropriate language and checks for understanding. Communicates regularly with individuals and groups in the community, speaks clearly and confidently in public and makes sure that people are informed.

- **political understanding**

characteristics: acts ethically, consistently and with integrity when communicating values or representing group views in decision-making or actions. Works across group boundaries without compromising values or ethics

- **scrutiny and challenge**

characteristics: acts as a critical friend by seeking opportunities for scrutiny and providing constructive feedback. Analyses information quickly and presents arguments in a concise, meaningful and easily accessible way

- **regulating and monitoring**

characteristics: understands and executes judicial role by following protocol, evaluating arguments and making decisions that balance public needs and local policy. Ensures progress by monitoring and intervening where necessary.

positive and negative indicators

The skill set definitions show what is expected of councillors if they are to be effective and influential representatives of the electorate. We recognize that there is no 'one best way' to be a councillor – after all, we don't want councillors to be clones of one another. While one member may approach the role of community leader in a different way from another, the comments of more than 350 members and officers have allowed us to identify commonly held views about what actions are associated with good and bad councilor behaviour.

We have included these as Positive, desirable characteristics and Negative, undesirable characteristics for each of the skill sets. No member could be expected to demonstrate excellent levels of Positive behaviours all the time, but excellent councillors would be expected to demonstrate many more Positive than Negative characteristics.

The key aim is to achieve a shared understanding of what constitutes excellent councillor

Annex C

performance and to help councillors and those who work with them to communicate and celebrate this with the wider community.

It's worth noting that at different times some skills may be more in demand than others. In extremis, some that would normally be regarded as 'negative' behaviours could be effective in the short term in getting the council out of severe difficulty.

local leadership

'The best...councillors already work closely with citizens and communities' (Strong and Prosperous Communities, White Paper, volume 1, p.7)

'Local councillors should be known by all the key local public services, community organisations and institutions. They should bind people together, broker solutions and be the advocate for their residents and their localities' (LGA: People and Places, p.29)



positive

- engages with their community, canvasses opinion and looks for new ways of representing people
- keeps up-to-date with local concerns by drawing information from diverse sources, including hard to reach groups
encourages trust and respect by being approachable and empathising with others
- creates partnerships with all sections of the community and ensures their participation in decision-making
- mediates fairly and constructively between people and groups with conflicting needs
- acts as a champion for others by campaigning with enthusiasm courage and persistence.



negative

- doesn't engage with their community, waits to be approached and is difficult to contact
- keeps a low profile, not easily recognized in their community
- treats groups or people unequally, fails to build integration or cohesion
- has a poor understanding of local concerns and how these might be addressed

Annex C

- concentrates on council processes rather than people
- Is unrealistic about what they can achieve and fails to deliver on promises.

partnership working

'The essential ingredients of successful partnerships are a common vision, shared values and mutual respect.' (Strong and Prosperous Communities, White Paper, volume 1, p.95)



positive

- builds good relationships with colleagues, officers and community groups
- focused on achieving goals by maintaining focus and co-ordinating others
- knows when to delegate, provide support or empower others to take responsibility makes people from all backgrounds feel valued, trusted and included
- understands and acts on their role in building and shaping key local partnerships remains calm and focused when criticized or under pressure
- is prepared to assert authority in resolving conflict or deadlock.



Negative

- habitually prefers to use status to exert control and impose solutions, rather than involve others
- fails to recognise or make use of others' skills and ideas
- finds it difficult to collaborate or work across the political divide
- prefers to act alone rather than work as part of a team
- often uses divisive tactics to upset relationships within their group, or council policies and decisions
- defensive when criticised, blames others and doesn't admit to being wrong.

Communication skills

'Councillors have a key role to play in ensuring that people's concerns are listened to....' (Strong and Prosperous Communities, White Paper, volume 1, p.35)



positive

- regularly informs and communicates with their community using newsletters, emails, phone or local media
- listens to others, checks for understanding and adapts their own style when necessary
- creates opportunities to communicate with different sectors, including vulnerable and hard to reach groups
- speaks confidently in public – avoids the use of jargon or 'council speak' provides regular feedback to people, keeping them informed and managing expectations
- speaks and writes clearly, using appropriate language.



negative

- slow to respond to others, communicating only when necessary
- doesn't listen when people are speaking and uses inappropriate or insensitive language
- communicates in a dogmatic and inflexible way
- unwilling to deliver unpopular messages, uses information dishonestly to discredit others
- doesn't take part in meetings and lacks confidence when speaking in public
- presents confused arguments using poor language and style.

political understanding

'political parties can...help sell the role as 'political entrepreneurs' – activists who, with the support of their parties, can work as informed advocates for their local communities and effectively support and challenge a range of local agencies' (Political Recruitment: How Local Parties Recruit Councillors, Joseph Rowntree Foundation, executive summary)

positive



- clearly represents the group's views and values through their decisions and actions
- helps to develop cohesion within the group and good communication between the group and council
- communicates political values through canvassing and campaigning
- actively develops their own political intelligence (e.g., understanding local and national political landscapes)
- looks for ways to promote democracy and increase public engagement is able to work across political boundaries without compromising their political values.

negative



- lacks integrity, has inconsistent political values and tends to say what others want to hear
- puts personal motives first or changes beliefs to match those in power
- has poor knowledge of group manifesto, values and objectives
- fails to support political colleagues in public
- doesn't translate group values into ways of helping the community
- shows little understanding of central government policy or its implications for council and community.

scrutiny and challenge

'We want to strengthen the ability of local councillors to speak up for their communities and demand an answer when things go wrong' (Strong and Prosperous Communities, White Paper, volume 1, p.42)

positive



- identifies areas suitable for scrutiny and ensures that citizens and communities are involved in the scrutiny process
- quickly understands and analyses complex information
- presents concise arguments that are meaningful and easily understood understands the scrutiny process, asks for explanations and checks that recommendations have been implemented
- objective and rigorous when challenging process, decisions and people
- understands and acts on judicial role to meet legal responsibilities (e.g., duty of care, corporate parenting).

negative



- doesn't prepare well or check facts and draws biased conclusions
- too reliant on officers, tends to back down when challenged
- fails to see scrutiny as part of their role
- too focused on detail, doesn't distinguish between good, poor and irrelevant information
- prefers political 'blood sports' to collaboration: uses scrutiny for political gain.

regulating and monitoring

'The making of bye laws will be fully devolved to local authorities' (Strong and Prosperous Communities, Summary, p.2)

positive



- uses evidence to evaluate arguments and make independent, impartial judgements
- chairs meetings effectively, follows protocol and keeps process on track
- follows legal process, balances public needs and local policy
- monitors others' performance and intervenes when necessary to ensure progress
- seeks feedback for self and looks for opportunities to learn
- understands and acts on their judicial role in meeting legal responsibilities (e.g., duty of care, corporate parenting).

negative



- doesn't declare personal interests, makes decisions for personal gain
- fails to check facts or consider all sides and makes subjective or uninformed judgements
- habitually leaves monitoring and checks on progress to others
- makes decisions without taking advice, considering regulations or taking account of wider issues
- doesn't recognise or address limits of own knowledge or expertise
- misses deadlines, leaves business unfinished and lacks balance between council and other commitments.



Member Development Steering Group

31 March 2010

Report of the Head of Civic Legal and Democratic Services

Second Monitor of Member Training and Development

Summary

1. This report informs members of the take up to date at events offered in the second half of 2009/2010 together with a summary of feedback received.
2. It should be noted that this report is being brought to the steering group early to ensure that any relevant information can be fed into the draft outline programme of development opportunities for 2010/2011 also being considered at this meeting
3. The final attendance figures and feedback from training for April and May will be brought to the June meeting of this steering group

Background

4. The Council has put in place effective systems for recording the data it holds in respect of development activities offered to members and this Steering Group has undertaken to monitor both take-up and feedback bi-annually.

Monitoring of Take-Up of Training & Development

5. In January of this year Council introduced an annual minimum requirement relating to the number of development activities Executive/Non Executive members should attend. Council agreed that Executive members should attend a minimum of 12 development sessions and Non-Executive Members a minimum of 8 sessions during the course of a year;
6. Details of Members' attendance levels at all events offered and activities undertaken in the second half of 2009/2010, as covered under the Councils' agreed standards, are set out in Annex A to this report;

Analysing Take-Up

7. Take up of development opportunities varies according to the nature of the training. Generally, training events targeted at members of a particular

committee, e.g. Scrutiny or Planning attract a higher level of attendees than events which focus on specific skills such as chairing meetings, dealing with the media etc.

8. Annex A shows that:

- 19 Non Exec Members have achieved the minimum target of 8 qualifying 'sessions' this year and 14 of those have exceeded the target
- 4 Executive Members have achieved the minimum target of 12 qualifying this year
- 1 Executive Member has not undertaken any qualifying events or activities;
- 8 Non-Executive Members have not undertaken any qualifying events or activities;

9. In July 2010, the results of take-up by Members and their performance in meeting the appropriate agreed targets for 2009/10 will be reported to Council. At the same time, Members Services will publish those statistics on the Council's website.

10. In accordance with the Steering Groups role, Members may wish to consider how they will encourage Members within their Groups who have not attended any qualifying events or activities to take advantage of the remaining sessions on offer throughout April and May.

Evaluating the Core Programme (including in year additions)

11. In addition to the monitoring of take up at development events another key aspect to measuring the success and effectiveness of the development sessions on offer is measured through feedback received from attendees.

12. Details of feedback received between November and March relating to development activities included in the core programme are summarised in Annex B.

Summary of Feedback

13. The session held on Local Government Finance was well received by members who found it enjoyable and aimed at the right level. The training could be offered in the next programme, however it may be advisable to postpone running this session again until after the 2011 elections in order to maximise attendance.

14. The expected Revisions to the Code of Conduct did not materialise, however the Interim Head of Civic Legal and Democratic Services took the

decision to run with the session as planned. The training focused instead on common issues raised in relation to the Code. Attendance was much higher than expected though predominantly Parish Councils. Feedback was very positive however delegates suggested that more 'practical' examples could be incorporated into the session along with more time for discussion at the end. In response to the feedback and requests for similar training in the future, another session is proposed for later this summer with particular focus on Complaints Hearings and Conduct. The session will be delivered by the new Head of Civic Legal and Democratic Services

15. The Theatre Work-Shop around Member/Officer relationships received the most positive feedback of all events offered to date. Although attendance figures were disappointing, those who took part thought it an excellent way of engaging members and officers in a very delicate area. There was an equal mix of participation from officers and members with participants enjoying the interactive style and the opportunity to break down some of the barriers between members and officers in an informal setting. Feedback from the session also included suggestions for follow up sessions on Members rights to personal information on behalf of constituents and scale of enquiries (how much work is involved).
16. In line with feedback received in the last monitor, there were further comments relating to the room temperature, particularly at the Mansion House. These have been taken on board and in future, training & development events held at the Mansion House will be limited to the warmer months at members request. Training in the Committee Rooms at the Guildhall will continue throughout the year but care will be taken to ensure that the room temperature is set at a comfortable level before the training commences.

Options

- 17.(a) To refer the findings of this report to Standards Committee as part of an annual evaluation monitor to be subsequently considered by Full Council
- (b) To suggest any amendments prior to referral of the report to Standards Committee

Corporate Priorities

18. Monitoring take up of development events and evaluating the core programme directly supports the Council's Corporate aim of providing of strong leadership, supporting and developing people and encouraging improvement in everything we do.

Implications

19. There are no known implications associated with the contents of this report other than any equalities implications arising from the attendance monitor and evaluation of development events offered to date.

Risk Management

20. In compliance with the Council's risk management strategy, there are no risks associated with the contents of this report other than if the Steering Group were not to refer the report to Standards Committee, thus being in breach of the Terms of Reference for the Steering Group agreed by Full Council

Recommendation

21. Members are asked to comment on the contents of the report and to refer them to Standards Committee for consideration as set out in para 17 above.

Reason

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

Contact Details

Author:

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Dawn Steel
Democratic Services Manager

Chief Officer Responsible for the report:

Alison Lowton
Interim Head of Civic Democratic and Legal Services

Report Approved Date 26/032010

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

Annex A –Attendance Levels Monitor
Annex B – Summary of Evaluation of Core Programme events

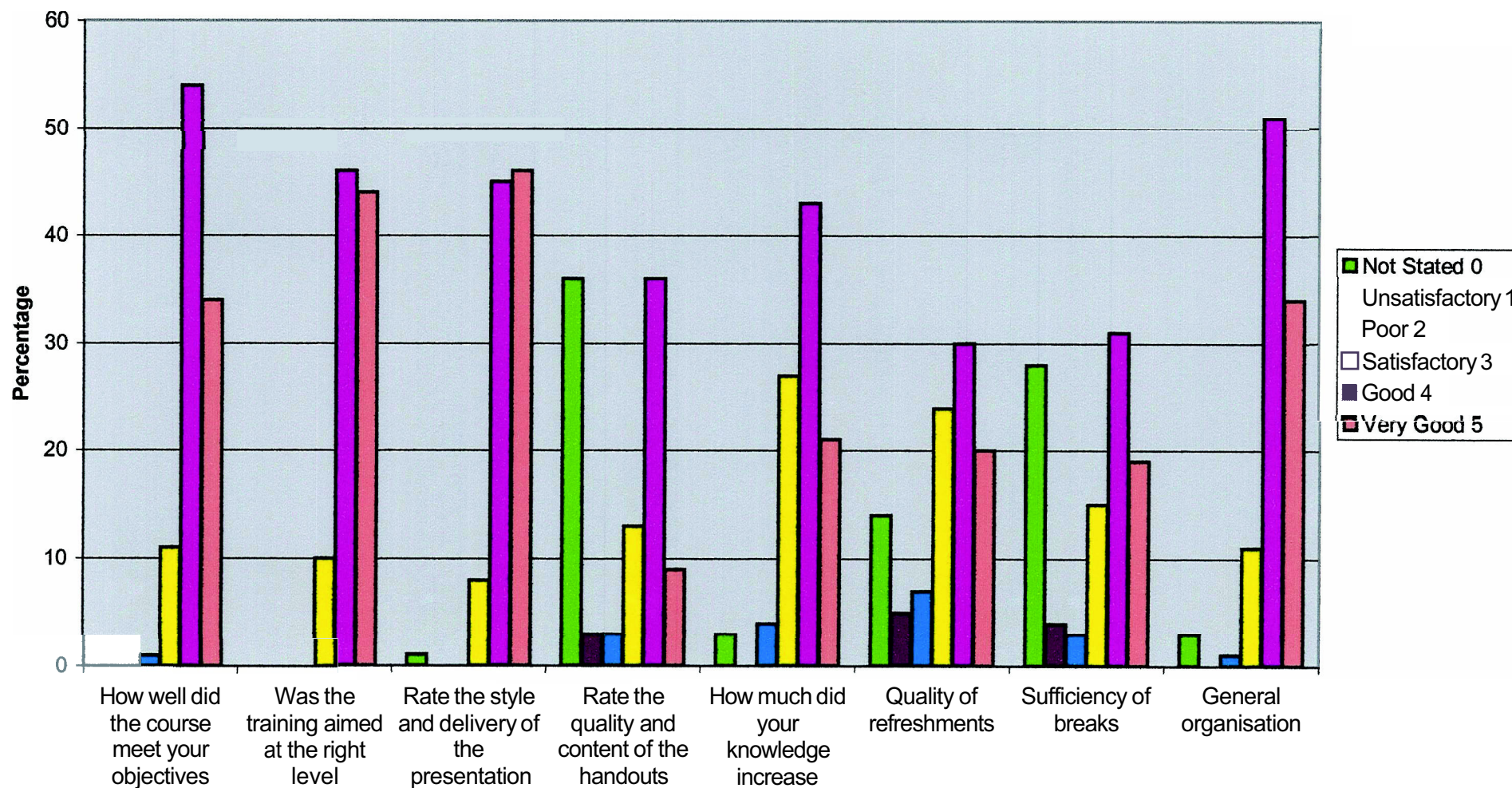
Training and Development / nce 16 Nov – 26 March 2010

Figures marked with * mean that particular member has exceeded the target by the number shown

COUNCILLOR	Annual Target	Year to date	Balance to reach by May 20 10
ALEXANDER	8	7	1
ASPDEN	8	0	8
AYRE	12	1	11
BOYCE	8	3	5
BOWGETT	8	9	1*
BROOKS	8	10	2*
CREGAN	8	0	8
CRISP	8	15	7*
D'AGORNE	8	4	5
DOUGLAS	8	7	3
FIRTH	8	4	4
FRASER	8	8	0
FUNNELL	8	14	6*
GALLOWAY S	8	4	4
GALLOWAY S F	12	0	12
GALVIN	8	6	2
GILLIES	8	11	3*
GUNNELL	8	7	1
HEALEY	8	8	0
HOGG	8	0	8
HOLVEY	8	0	8
HORTON	8	16	8*
HUDSON	8	8	0
HYMAN	8	12	4*
JAMIESON-BALL	8	0	8
KING	8	0	8
KIRK	8	5	3
LOOKER	8	9	1*
MERRETT	8	9	1*
MOORE	12	20	8*
MORLEY	12	15	3*
ORRELL	8	29 (inc 17 Police Auth)	21*
PIERCE	8	18	10*
POTTER	8	31 (inc 17 Police Auth)	23*
REID	12	17	5*
RUNCIMAN	12	18	6*
SCOTT	8	4	4
SIMPSON-LAING	8	5	3
SUNDERLAND	8	0	8
TAYLOR	8	8	0
VASSIE	8	0	8
WALLER	12	8	4
WATSON B	8	2	6
WATSON R	8	2	6
WATT	8	9	1*
WAUDBY	8	15	7*
WISEMAN	8	19	11*

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Overall Evaluation of all Training Sessions Attended by Members of City of York Council from November 2009 to 26th March 2010



OVERALL EVALUATION FROM NOVEMBER 2009 TO 31st MARCH 2010

	Not Stated 0	Unsatisfactory 1	Poor 2	Satisfactory 3	Good 4	Very Good 5
How well did the course meet your objectives			1	11	54	34
Was the training aimed at the right level				10	46	44
Rate the style and delivery of the presentation	1			8	45	46
Rate the quality and content of the handouts	36	3	3	13	36	9
How much did your knowledge increase	3		4	27	43	21
Quality of refreshments	14	5	7	24	30	20
Sufficiency of breaks	28	4	3	15	31	19
General organisation	3		1	11	51	34

Overall Comments

Very helpful

Mansion House was freezing

Mansion house was too cold, difficult to think

State room cold for some.

Room too cold

Very cold again.

Excellent, really enjoyed it - aimed at a good level.

Useful Session

Would recommend to colleagues

It was a very entertaining method of highlighting Member/Officer/public relations

Really interesting and useful

Would be worth exploring 2 issues further, 1) Members' right to personal; information on behalf of constituents. 2) scale of enquiry, how much work is involved.

It was good, it really made me reflect on my behaviour and listening to councillors opinions was good.

I think there could be opportunity to look a bit more at what to do if something upsets you

but I agree prevention is always the best options.

This is a very delicate issues which has been hard to tease out. I think this was very useful and well done but not as much fun as the Kebab and Chips one!

Really interesting approach to what is a difficult subject to address. Thought provoking makes you think about things from a Members perspective. Theatre Co. really good.

There should be more officer/member combines training on relevant issues, this style of session definitely helps break down the barriers and allows each to see the others perspective.

More in attendance

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

MDWG Meeting	Detail	Report to Standards Committee	Report to Council
June 2009	<ul style="list-style-type: none"> • agree implementation plan for achieving Charter Status • Consider updates to Member Development Programme 2009/2010 • Agree PDP consultant and approach for engaging all members 	August	
October 2009	<ul style="list-style-type: none"> • Update regarding Local Democracy Week events • Agree member development policy/strategy 	Oct 09	
November 2009	<ul style="list-style-type: none"> • Role profiles (inc ward members, corporate parenting and promoting citizenship & community leadership) • Attendance/Evaluation Monitor • Budget monitor • Discuss protocol for ad-hoc requests to attend seminars/conferences • Provide update on evidence gathered and progress towards initial assessment • M Leitch to Feedback on PDR's and any key themes which have emerged 	Dec 09	

MDWG Meeting	Detail	Report to Standards Committee	Report to Council
January 2010	<ul style="list-style-type: none"> • Budget Recommendations • Agree protocol for ad-hoc requests to attend seminars/conferences • Take role profiles back to Steering Group (7 key roles) • Invite Chris Farquar (Bradford MDC) to discuss their experience in gaining charter status 	Jan 10	Feb 10
March 2010	<ul style="list-style-type: none"> • Consider draft outline MDP 2010/2011 • Consider annual monitor of attendance/feedback • York Role Profiles (first draft) • Review Work plan 	April 10	
May 2010	<ul style="list-style-type: none"> • Agree Member Development Programme 2010/2011 • Consider material for Members Handbook/induction pack • Review Progress on meeting Charter Implementation Plan 		

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