



## Notice of meeting of

### Member Development Steering Group

**To:** Councillors Runciman (Chair), Wiseman and Gunnell

**Date:** Wednesday, 19 May 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 last meeting held on 31 March 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 18 May 2010**.

### 4. **Member Development Charter Status - (Pages 7 - 20) Update.**

This report gives members an update on progress with gathering evidence for the Council's submission towards achieving I&DeA Member Development Charter Status.

**5. York Elected Member Role Profiles** (Pages 21 - 36)

This report gives members the opportunity to feedback any comments received from their political groups as part of the consultation process in establishing a number of profiles for key roles which are held by York's elected members.

**6. Member Development Programme** (Pages 37 - 40)  
**2010/2011.**

Further to the last meeting of the Steering Group in March 2010, this report sets out the final draft of the proposed programme of Member Development events for 2010/2011.

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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- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

**A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088**

### Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

### Access Arrangements

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If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

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## **Holding the Executive to Account**

The majority of councillors are not appointed to the Executive (40 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Decision Session) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

## **Scrutiny Committees**

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

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

## **Who Gets Agenda and Reports for our Meetings?**

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
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City of York Council

Committee Minutes

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MEETING	MEMBER DEVELOPMENT STEERING GROUP
DATE	31 MARCH 2010
PRESENT	COUNCILLORS RUNCIMAN (CHAIR) AND GUNNELL
APOLOGIES	COUNCILLORS WISEMAN

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**28. 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.

**29. MINUTES**

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

**30. PUBLIC PARTICIPATION**

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

**31. MEMBER DEVELOPMENT PROGRAMME 2010/2011**

Members considered a report which set out some initial suggestions for the proposed Member Development events for 2010/11.

The Council's 2009/10 programme is coming to a close and the monitoring and attendance and feedback will be reviewed by the Member Development Steering Group and any findings would be utilised to inform the next programme. Annex A to the report contained the first draft of events for the 2010/11 programme. Members were invited to make further suggestions and comments. Members commented on the following:

- Equality training and whether an update would be required in light of new legislation. Social Inclusion Working Group may be able to offer assistance with this.
- Pre-Council Seminars and the inconvenient timing of them for some Members and the possibility of them being called Pre-Council Briefings.
- Possibility of regular Chief Executive briefings.

- Format of the booklet detailing the programme of events – it would be useful in electronic format with links to e-learning and a link to where slides and handouts can be located online.

RESOLVED: That Members endorsed the initial suggestions for a draft outline Member Development Programme, with the above comments taken into consideration.<sup>1</sup>

REASON: To enable arrangements for the delivery of planned events for 2010/11 to commence.

Action Required

1. Amend draft Member Development programme to reflect AEO Steering Group's comments.

**32. YORK ELECTED MEMBER ROLE PROFILES.**

Members considered a report which introduced a range of individual role profiles for Members with a view to them being adopted by the Council as part of the bid to gain ID&eA Charter Status.

The existence of role profiles for Local Authority Members is considered good practice by the ID&eA and generally, Local Authorities who have introduced role profiles have achieved Charter Status. In addition, role profiles are beneficial in providing a clear explanation of the various responsibilities knowledge, skills associated with being an elected member. Having researched role profiles adopted in other authorities in the region, some potential role profiles for York had been suggested by the Steering Group had been developed further by Officers and attached at Annex B.

Members commented that they would like to consult with their respective political groups on the role profiles and asked the Senior Member Support Officer to produce a word document of the information contained between agenda pages 35 and 45 which could be circulated to other Members for comments.

Members also felt it would be useful for all members to see the ID&eA Skills Framework so they can see what they should be aiming for and what kind of training they may require.

Overall the Steering Group were positive about the draft profiles for York and approved the recommendation.

- RESOLVED: (i) That Members supported 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 and authorised the Chair to liaise with officers on the next steps in the process.
- (ii) That information requested above be made available to Members.<sup>1</sup>

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

Action Required

1. Information to be circulated to Members. AEO

**33. SECOND MONITOR OF MEMBER TRAINING & DEVELOPMENT PROGRAMME.**

Members considered a report which informed them of the take up to date at events offered in the second half of 2009/2010, together with a summary of feedback received.

The report had been brought to the Steering Group early to ensure any relevant information can be fed into the draft outline programme of development opportunities for 2010/11. Details of Member attendance levels at events offered as part of the Training and Development Programme were attached at Annex A and evaluation of events which had taken place between November 2009 to March 2010 were attached at Annex B.

Officers advised that Members need to inform the Member Support team if they attend any events which could count towards their target number and that poor take up by some Members would be addressed with the Groups.

Members commented they were pleased with the positive results outlined at Annex B and they were happy to refer the report to the Standards Committee.

RESOLVED: That Members agreed to refer the report to the Standards Committee for consideration as part of an annual evaluation monitor to be subsequently considered by Full Council.

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

**34. WORK PLAN**

Consideration was given to the Committee's work plan.

Members agreed to move the 5th May meeting to a date further on in that month, possibly the 19<sup>th</sup>. The Democracy Officer would email Members with the details.

Members also discussed the Member Development Policy Protocol and requested a verbal update be given at a future meeting.

RESOLVED: That Members noted the Work Plan and the amendments detailed above.

REASON: To ensure that a robust work plan is in place for the Member Development Steering Group.

Councillor Runciman, Chair

[The meeting started at 4.00 pm and finished at 5.15 pm].





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Member Development Steering Group

19 May 2010

Report of the Head of Civic Legal and Democratic Services

## **Member Development Charter Status – Update**

### **Summary**

1. This report gives Members an update on progress with gathering evidence for the Council's submission towards achieving I&DeA Member Development Charter Status.

### **Background**

#### **I&DeA Charter Status – Progress To Date**

2. In November of 2009 this Steering Group received an initial progress report on putting the initial building blocks in place for achieving Charter Status and creating a structured and supportive environment for delivering training to Members within the Council
3. In the six months since the last progress report the following milestones have been achieved
  - The Member Development Policy and Statement of Commitment is now in place, having been approved by Council and has been circulated to members and officers within the authority. It is also available on the Council's website.
  - A protocol 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
  - Feedback of events and activities for the 2009/10 programme have been considered by the Steering Group and any findings have informed the 2010/11 programme which is soon to be launched
  - The Annual Programme of Training & Development 2010/11 has been drafted and will be published and circulated members following it's approval by the Steering Group at this meeting

- Role Profiles have been developed and can now be used informally as a tool to support Induction of new Members and Personal Development Planning.
  - Local Government Yorkshire & Humber have confirmed that York will undergo a pre-assessment for the Charter on the 3 June. A team of 3 assessors will meet with officers to assess our Member Development provision, policies and practice with a view to establishing any gaps which need addressing before final assessment in the Autumn.
4. Attached at Annex A, is the latest table showing the evidence York is able to provide against key areas for achieving the Charter.

### **Consultation**

5. Throughout this process of working towards Charter status, the Council is being advised by Mike Leitch, Local Government Yorkshire and Humber representative

### **Options**

6. This report is for information at this stage but Members have the option of indicating any further areas or ways in which appropriate evidence may be gathered.

### **Corporate Priorities**

7. Achieving I&DeA Member Development Charter Status will contribute to this Council being an 'effective organisation' with high standards in delivering training and development to Members in a coordinated and structured way.

### **Implications**

8. There are no known legal, financial or other implications associated with this report. However, there are clearly human resource implications associated with gathering the evidence required to support the Council's application for Charter Status. At the moment, that work predominantly falls upon the Senior Member Support Officer who is the Council's nominated officer supporting Members' training and development.

### **Risk Management**

9. In compliance with the Council's risk management strategy, the only risk associated with the contents of this report would be the failure to gain Charter Status due to insufficient evidence being available. Naturally, the Council needs to be as fully prepared as possible for assessment in Autumn 2010

**Recommendation**

- 10. Members are asked to note the current position on where evidence is or will be available for achieving Charter status and to comment upon where further evidence may be obtained, if appropriate.

**Reason**

- 11. In order to comply with the requirements of the I&DeA Charter.

**Contact Details**

**Author:**  
Amanda Oxley  
Senior Member Support Officer

**Chief Officer Responsible for the report:**  
Andrew Docherty  
Head of Civic Democratic and Legal Services

**Report Approved**  **Date** 12/5/10

**Specialist Implications Officer(s)**

None

**Wards Affected:**

**All**

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

**Background Papers:**

None.

**Annexes:**

Annex A –Assessment of Evidence for Charter Status

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## Preparation of Evidence for initial assessment City of York Council

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
1.1 – Top Political and managerial leadership commitment to developing elected members	<ul style="list-style-type: none"> <li>• Original report which went to Council Management Team on improving member development in York</li> <li>• Establishment of Member Dev Steering Group and Terms of Ref</li> <li>• Member Development Policy &amp; Statement of Commitment</li> <li>• Copy of Pledge Signed by Group Leaders</li> <li>• Member Development Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Clear commitment from the top political and managerial leadership</li> <li>• Signed Commitment to member development and action plan</li> <li>• Established all party training and development task group</li> <li>• There is a clear strategy</li> </ul>
1.2 – Policy Statement	<ul style="list-style-type: none"> <li>• Posters showing our Commitment displayed throughout the council and on the website</li> <li>• Policy booklet distributed to Members &amp; Officers</li> <li>• Policy is reviewed annually and appears on the Steering Groups Work Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Statement of commitment Policy easily accessible to members</li> </ul>
1.3 Equality of Opportunity	<p>Our policy states under its aims, we will be flexible about delivery of training &amp; development taking into account the diverse needs of individual councillors and as such:</p> <ul style="list-style-type: none"> <li>• We provide alternative learning methods take account of individual learning styles and needs</li> <li>• event timings are scheduled to maximise attendance and address the cultural and personal needs of members where feasible</li> <li>• location of training is considered based upon attendees and accessibility issues are taken account of</li> <li>• members personal needs/requirements are established through induction 1to1's and PDR's</li> </ul>	<ul style="list-style-type: none"> <li>• Timing of events takes account of cultural and personal circumstances</li> <li>• Assessment of members needs</li> </ul>

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
1.4 Budget	<ul style="list-style-type: none"> <li>• There is a dedicated budget for Member Development which is monitored by the Steering Group</li> <li>• Minutes of SG meetings demonstrate that cross party members are involved in setting the budget</li> <li>• The training policy clearly states details of the budget and how members can access it (protocol for attending external seminars)</li> </ul>	<ul style="list-style-type: none"> <li>• Budget is explicit and clearly identified and monitored</li> </ul>
1.5 Officer Resource/Support	<ul style="list-style-type: none"> <li>• Job Description (Senior MSO)</li> <li>• Named officer in Policy, Programme, intranet and other info sources</li> <li>• Regular communication between members and named officer regarding all training issues/requests</li> <li>• Policy sets out the nature of officer support to be provided</li> </ul>	<ul style="list-style-type: none"> <li>• Members confirm that there is an officer who supports their learning</li> </ul>
1.6 Dissemination of learning	<ul style="list-style-type: none"> <li>• Combined training is available e.g. officer /member relationships in 2009/2010 programme</li> <li>• Pre-Council briefings are open to officers and members</li> <li>• Officer buddying is made available through PDR process and one2ones</li> <li>• Constitutional appointment of Member Champions with terms of reference</li> <li>• Member Champions are reviewed annually at Annual Meeting (details available on councillors web pages)</li> </ul>	<ul style="list-style-type: none"> <li>• Member Champions in Certain topics/ functions</li> <li>• Joint officer/member development is offered when appropriate</li> </ul> <p><i>(ask Steering Group if they are aware of any officer buddying within their Groups)</i></p>

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
2.1 Member led strategy	<ul style="list-style-type: none"> <li>• Establish Member Development Steering Group &amp; Terms of Reference – membership reviewed annually at Annual Meeting</li> <li>• Minutes of Steering Group Meetings demonstrating all party involvement in agreeing, monitoring and evaluating elected member training and development policy, budget etc</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions about member development are taken by some form of formally constituted body of members</li> </ul>
2.2 Linkage to council corporate plan	<ul style="list-style-type: none"> <li>• One of the aims of the policy is to ensure that the contribution member training &amp; development makes to meeting the Council's aims is evaluated &amp; recognised</li> <li>• The policy sets out key themes of the Council' corporate strategy and recognises the contributory value of effective learning for Members in developing the key priorities of that corporate strategy</li> <li>• Programme events shows clear link with council's aims and objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy identifies priority development needs and makes clear links with council's aims and objectives</li> </ul>
2.3 Members roles clearly set out	<ul style="list-style-type: none"> <li>• Member Role Profiles exist and are used as a tool along with the I&amp;DeA's Political Skills framework for induction and Personal Development planning</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Members demonstrate an understanding of the skills and knowledge required in their ward and council wide roles</li> </ul>

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
2.4 Process for identification of needs at individual and Council wide level	<ul style="list-style-type: none"> <li>• Personal Development Review (template available)</li> <li>• Evidence of outcomes from PDP's</li> <li>• The Council's Workforce Plan has links to member training</li> <li>• Officers council wide are consulted upon the Annual Programme to assess priority organisational training for members</li> <li>• <i>We are looking at Introducing a training needs analysis for remainder of members who have not undergone a PDR (email questionnaire)</i></li> <li>• <i>We will review our evaluation forms to include questions around the corporate objectives</i></li> </ul>	<ul style="list-style-type: none"> <li>• System/process exists to identify individual and organisational development needs</li> </ul>
2.5 Structured and timely approach to promoting development opportunities	<ul style="list-style-type: none"> <li>• Annual Programme approved by the Steering Group and distributed to members and officers – also available on the website.</li> </ul>	<ul style="list-style-type: none"> <li>• Timetable of learning opportunities</li> </ul>
2.6 Appropriately learn with external partners	<ul style="list-style-type: none"> <li>• Development sessions organised in conjunction with partners e.g. Health Scrutiny event in 2009, and 'Forging Links' event in September 2010</li> <li>• Case studies (e.g. Gateshead cultural quarter visit)</li> <li>• Cross authority/external party event programmes (e.g. REIP event being hosted by York Sept 2010)</li> <li>• Pre-Council briefing often involve partners such as health, police fire etc</li> </ul>	<ul style="list-style-type: none"> <li>• Programmes using external (partner support) for developing members</li> </ul>



I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
2.7 Strategy for Induction	<p>Induction is a key strategic element of the Policy and includes:</p> <ul style="list-style-type: none"> <li>• A comprehensive Induction Programme</li> <li>• One 2 one interviews with SMSO</li> <li>• Induction pack/handbook (being revised for 2011)</li> <li>• New members offered a PDR at earliest opportunity</li> <li>• Group buddying &amp; mentor options</li> <li>• 6 month review of their induction/support</li> </ul>	<ul style="list-style-type: none"> <li>• Induction strategy and programme of events</li> <li>• Induction programme for new councillors</li> </ul>
2.8 Address political leadership and team development	<ul style="list-style-type: none"> <li>• I&amp;DeA political Group mentoring in place</li> <li>• Joint events with top management (e.g. Dead Ernest theatre Co – Working together)</li> <li>• Access to Leadership Academy events</li> <li>• Executive Away Days</li> <li>• Executive Briefings on Legislative Agenda</li> <li>• Executive/Council Management Team sessions</li> <li>• Members are able to discuss their personal development needs confidentially either through the PDR process or with their relevant Steering Group Member</li> </ul>	<ul style="list-style-type: none"> <li>• Development is a standing item on Executive agendas</li> <li>• Members are able to discuss development needs in confidence</li> </ul>
2.9 Mechanisms for evaluation, and informing future plans. identified	<ul style="list-style-type: none"> <li>• Details of mechanism for evaluation is set out in policy document</li> <li>• Bi-annual report of evaluation is reported to Standards Cttee</li> </ul>	<ul style="list-style-type: none"> <li>• Written up outline approach to evaluate elected member training and development with named member and officer responsibilities</li> </ul>

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
3.1 Addresses development priorities	<ul style="list-style-type: none"> <li>• Summary of PDR findings taken to the steering group along with training needs questionnaires and responses</li> </ul>	<ul style="list-style-type: none"> <li>• Reports or other paperwork indicating training provision to meet priority needs</li> </ul>
3.2 Identify what development activities should achieve	<ul style="list-style-type: none"> <li>• Programme events give clear aims and objectives that focus on expected results and link to Corp objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Development programme has clear aims and objectives</li> </ul>
3.3 Take account of access to development opportunities	<ul style="list-style-type: none"> <li>• Training Programmes show a selection of times</li> <li>• Examples of wide range of training providers</li> <li>• Examples of range of ways members can learn, e.g. mentoring, e-learning etc</li> </ul>	<ul style="list-style-type: none"> <li>• Training programmes indicate development opportunities available at a range of times allowing access by different groups including those who work</li> </ul>
3.4 Linkage between individual plans and the council's corporate and other plans	<ul style="list-style-type: none"> <li>• Sample PDR with links to corporate strategy</li> <li>• <i>Any relevant comments received through PDR process with a corporate perspective to be fed back through the Council's Workforce Plan</i></li> </ul>	<ul style="list-style-type: none"> <li>• Those responsible for member training &amp; development can describe how they regularly identify individual training needs and how these link into the council's corporate and other plans</li> </ul>
3.5 Representative elected members consulted	<ul style="list-style-type: none"> <li>• Member Development Steering Group established on a cross party basis</li> <li>• Reports, minutes of meetings showing reps from each party are consulted on Member Development Programme</li> <li>• Intranet/email evidence with regard to raising awareness of the programme with members</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence that all groups on the Council are consulted on the training plan</li> </ul>

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
4.1 members learn and develop effectively	<ul style="list-style-type: none"> <li>• Twice yearly evaluation and take-up report to Standards Committee</li> <li>• Example end of event questionnaires (internal and external)</li> <li>• Take-up is monitored and Members are encouraged to work towards achieving a target number of sessions (12 for Exec members and 8 non-Exec members) Take-up is reported to Council</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of end of event questionnaires</li> </ul>
4.2 Learning is shared with other elected members and where appropriate with officers and stakeholders	<ul style="list-style-type: none"> <li>• Mentoring arrangements in place (I&amp;DeA)</li> <li>• Systems in place to share learning with others e.g. members lounge, group rooms</li> <li>• Policy encourages members to share their knowledge and expertise with fellow members (see member to member support)</li> <li>• Members participate in Networking events and Study visits to other Councils or partner organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Elected members can describe how they have learnt from or shared their learning with their peers, officers and others</li> </ul>
4.3 Investment in learning and development is evaluated in terms of benefits and impact	<ul style="list-style-type: none"> <li>• Evaluation strategy in place (see policy)</li> <li>• evaluation, attendance, budget reports to Member Development Steering Group which is chaired by the Deputy Leader of the Council and also to Standards Committee</li> <li>• <i>We are considering holding exit interviews with members who are not re-elected or leave</i></li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation Strategy in place</li> <li>• Reports to top political managerial leadership showing regular analysis of costs of and benefits from member training &amp; development</li> </ul>

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
4.4 Identifies (and Implements) improvements to learning and development activities	<ul style="list-style-type: none"> <li>• Training and development policy reviewed annually to ensure it remains current and responsive to the needs of members and the organisation as a whole</li> <li>• Improved take-up</li> <li>• Compulsory Quasi-Judicial learning ensures decisions are well informed and lawful</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of meetings, reports etc providing examples of improvements to learning</li> </ul>
5.1 Councillors are provided with an appropriate level and range of support	<p>Wide range of support available to members consisting of:</p> <ul style="list-style-type: none"> <li>• Members induction handbook</li> <li>• Recognised scheme of allowances &amp; entitlements</li> <li>• Annual Programme of Development Activities</li> <li>• Training &amp; Development Policy and Statement of Commitment</li> <li>• One2One meetings with the Senior Member Support Officer</li> <li>• Evidence of IRP meetings showing that the council regularly reviews the suitability of allowances and support including those with dependents</li> </ul>	<ul style="list-style-type: none"> <li>• Councillors speak openly of feeling genuinely supported and enabled</li> </ul>
5.2 Reviews how council business is conducted to allow for equality of access to key political decision making mechanisms	<ul style="list-style-type: none"> <li>• Council meetings and events include day and evening to support those members. Many meetings are held later in the day to cater for those who have work and family commitments.</li> <li>• The council Diary takes account of school holidays, bank holidays and religious/cultural festivals where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Council diary times of meetings include both day and evening so that members can discharge their duties in such a way so as not to sacrifice family and employment responsibilities</li> <li>• Council diary – scheduled meetings take account of cultural and faith commitments</li> </ul>

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
5.3 Holds events for the community to encourage people to become community leaders	<ul style="list-style-type: none"> <li>• Member Development Steering Group considers possible links to Local Democracy Week and to date has overseen or plans to oversee the following:</li> <li>• A councillor who me event October 2009 (possibility of running this again in 2010)</li> <li>• Launch of Youth Council – Local Democracy Week 2009 Lord Mayor was present</li> <li>• Apprentice Councillor (local democracy week)</li> <li>• <i>Propose to hold mock Council meetings for primary schools</i></li> <li>• <i>Propose to hold 'Meet the Lord Mayor' events for schools in 2010/2011</i></li> </ul>	<ul style="list-style-type: none"> <li>• Local Democracy Week action plan, programme of activities and review</li> </ul>

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Member Development Steering Group

19 May 2010

Report of the Head of Civic Legal and Democratic Services

## **York Elected Member Role Profiles**

### **Summary**

1. This report gives members an opportunity to feedback any comments received from their political groups as part of the consultation process in establishing a number of profiles for key roles which are held by York's elected members.

### **Background**

2. At its meeting on the 31 March Members considered a report which introduced a range of 7 individual role profiles for Members (attached at Annex A) with a view to them being adopted as part of the bid to gain ID&eA Charter Status.
3. Steering Group Members expressed that they were happy in principle with the role profiles which had been tailored to York's needs and that the next stage would be to release them to their Groups for comment.

### **Member Role Profiles**

4. Whilst it is not a requirement of the Charter to formally adopt role profiles for members the existence of Role Profiles as working documents is beneficial in giving members a clear understanding of their roles and responsibilities. Role profiles will be particularly useful during the induction period and for that reason together with other potential benefits e.g. assisting with personal development planning, the Steering Group are supportive of their introduction.
5. To support the use of York's role profiles it is suggested that the I&DeA's Political Skills Framework should be used to assist in the assessment of any core skills required for each role. Reference to relevant skills contained within the Skills Framework are listed at the foot of each profile.

## **Consultation**

6. Consultation on these role profiles is through this Steering Group and the group networks. Extensive consultation has previously taken place with other authorities on appropriate models as reported to this group at other meetings

## **Options**

7. (a) To re-endorse the role profiles for York's elected members based upon the examples detailed in Annex A  
or  
(b) To re-endorse the role profiles with suggested revisions following group consultation

## **Corporate Priorities**

8. 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**

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

## **Risk Management**

10. 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**

11. Members are asked to confirm their support for the introduction of role profiles for Members in York and to re-endorse or amend the profiles as set out in Annex A further to Group consultation.

## **Reason**

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



**Contact Details**

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**Chief Officer Responsible for the report:**

Andrew Docherty  
Head of Civic Democratic and Legal Services

**Report Approved**

**Date** 12/05/2010

**Specialist Implications Officer(s)**

**Wards Affected:**

**All**

For further information please contact the author of the report

**Background Papers:**

None.

**Annexes:**

Annex A – York Role Profiles

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## **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

Annex A

**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.

**Skillset –**

- local leadership
- communication skills
- political understanding

*refer to the I&DeA's Political Skills Framework for more detail*



## 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

Annex A

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

**Skillset –** (in addition to that required by any elected member)

- partnership working
- regulating & monitoring
- scrutiny & challenge(*being only to identify suitable areas of scrutiny and to respond to challenge from scrutiny but not otherwise to participate in full scrutiny reviews*)

*refer to the I&DeA's Political Skills Framework for more detail*



## 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

Annex A

**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

**Skillset –** (in addition to that required by any elected member)

- partnership working
- scrutiny & challenge

*refer to the I&DeA's Political Skills Framework for more detail*





## **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

Annex A

**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

**Skillset –** (in addition to that required by any elected member)

- partnership working
- scrutiny & challenge (being only to identify suitable areas of scrutiny and to respond to challenge from scrutiny but not otherwise to participate in full scrutiny reviews)
- regulating & monitoring

*refer to the I&DeA's Political Skills Framework for more detail*



## **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

#### **Skillset – (in addition to that required by any elected member)**

- regulating & monitoring

*refer to the I&DeA's Political Skills Framework for more detail*



## **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.

### **Skillset –** (in addition to that required by any elected member)

- partnership working
- scrutiny & challenge

*refer to the I&DeA's Political Skills Framework for more detail*

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## Member Development Steering Group

19 May 2010

Report of the Head of Civic Legal and Democratic Services

## Member Development Programme 2010/2011

### Summary

1. Further to the last meeting of the Steering Group in March 2010 this report sets out the final draft of the proposed programme of Member Development events for 2010/2011

### Background

2. It is the role of the Steering Group to oversee the planning and publication of an Annual Programme of development opportunities for members. Since its establishment in 2009 this is the second Annual Programme which has come before members of the Steering Group.

### Annual Programme of Development Events 2010/2011

3. The final draft programme for 2010/2011 will be tabled at the meeting and members comments and suggestions are welcome. Some revisions have been made further to comments received at the last meeting and some other practical changes have also been made since the last draft. Officers will go through the details of the programme at the meeting.
4. Considerable feedback has been received this year following consultation with Senior Council Officers and the programme has been modified since members of the group last looked at it to reflect these suggestions.
5. The programme has been devised in such a way as to provide a wide range of opportunities and timing options for members and in accordance with the aims set out in the Member Training & Development Policy.

### Additional Development Support and Opportunities

6. External Conferences/Events - The core programme is regularly supplemented with relevant external conferences/seminars, however, the newly established protocol for member attendance at external conferences and training is now in operation and members will be reminded of the existence of the protocol in the introductory pages to the new programme
7. Reading Material, CD's - To supplement the core programme of events Member Support are able to offer a range of CD's and Books for loan

covering a number of topics which include; Corporate Parenting, Effective Chairing and Scrutiny Skills.

## Consultation

8. Consultation on the programme has taken place with relevant directorates as referred to above, no other consultation is necessary other than with the Steering Group

## Options

9. (a) to approve the draft Member Development Programme as tabled  
  
(b) To approve the draft Member Development Programme as tabled with further suggestions.

## Corporate Priorities

10. 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 inclusiveness and sustainability running throughout the provision of any programme.

## Implications

11. The following implications have been considered:
  - **Financial** – Any financial costs associated with the Member Development Programme 2010/2011 will be met from the existing £10K Member Development budget managed and monitored by the Senior Member Support Officer. Most of the sessions contained within the 2010/2011 programme come at little or no cost due to the extensive use of the expertise offered in-house or by our partners. Provisional costs for the remaining sessions are shown below:

Event/Activity	Approximate Cost
Personal Development Reviews (based on 10 members)	£500
Scrutiny Training (Link UK) – 2 events	£2550
Talkback Diversity Theatre Workshop	£450
Super Charged Debates	£625
Leadership Academy x 2 places	£3000
<b>Total</b>	<b>£7,125</b>



- **Human Resources (HR)** – Any HR issues arising from the programme relate to trainers & staff support for events.
- **Equalities** - There are no equality implications other than the proposed 'Equal People' Theatre Workshop which is intended to positively promote awareness disability issues.
- **Legal** – There are no Legal implications associated with this report.
- **Crime and Disorder** – There are no crime and disorder implications associated with this report other than the proposed sessions around Counter Terrorism and Anti Social Behaviour
- **Information Technology (IT)** – Any IT implications associated with this report relate to the provision of ECDL training and E-Learning through the 'Learning Zone' website which is being made available to members as part of the Member Development Programme.
- **Property** – There are no property implications associated with this report
- **Other** – There are not other implications associated with this report.

## Risk Management

12. 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

13. It is recommended that Member's approve the final draft Member Development Programme, as revised or not.

## Reason

14. To enable arrangements for the delivery of planned events for 2010/2011 to commence.

## Contact Details

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Amanda Oxley  
Senior member Support Officer

### Chief Officer Responsible for the report:

Andrew Docherty  
Head of Civic Democratic and Legal Services

Dawn Steel  
Democratic Services Manager

Report Approved

Date 12 May 2010

### Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

**Background Papers:** None.

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