



Notice of meeting of

Member Development Steering Group

To: Councillors Runciman (Chair), D'Agorne, Gunnell and Wiseman

Date: Wednesday, 15 September 2010

Time: 3.30 pm

Venue: The Guildhall, York.

AGENDA

1. Declarations of Interest

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

2. Minutes (Pages 3 - 6)

Members are asked to approve the minutes of the last meeting of the Steering Group held on 19 May 2010.

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 14 September 2010.**

- 4. Draft Induction Strategy 2011.** (Pages 7 - 38)
This report puts before Members draft arrangements for inducting newly elected Members immediately after the forthcoming elections in May 2011 in accordance with key strategic elements of the Council's Member Training & Development Policy.
- 5. Introduction of Exit Surveys/Interviews for Elected Members.** (Pages 39 - 46)
This report puts before Members a suggested draft exit survey for Members standing down from Council.
- 6. Local Democracy Week.** (Pages 47 - 50)
This report summarises the events and activities planned during Local Democracy Week between 12th and 15th October 2010, in support of raising awareness about the democratic process and the role of Councillors.
- 7. Verbal Update on the Charter Assessment.**
Officers will give Members a verbal update on the arrangements in place for the Charter Assessment later this month.

Democracy Officer

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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.

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Further information about what's being discussed at this 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

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- 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

MEETING	MEMBER DEVELOPMENT STEERING GROUP
DATE	19 MAY 2010
PRESENT	COUNCILLORS RUNCIMAN (CHAIR), GUNNELL AND HEALEY (SUBSTITUTE)
APOLOGIES	COUNCILLORS WISEMAN

35. 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.

36. MINUTES

RESOLVED: That the minutes of the meeting held on 31 March 2010 be approved and signed by the Chair as a correct record.

37. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak under the Council's public participation scheme.

38. MEMBER DEVELOPMENT CHARTER STATUS - UPDATE.

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

Officers outlined the report and advised that since the last report to the Steering Group, a number of milestones had been achieved towards Charter Status and the point of initial assessment had been reached with an assessment due in early June.

Members commented that they would like to have the chance to speak to the I&DeA assessors. Officers advised that Members would get the opportunity in the final stages of assessment to speak to the assessors.

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

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

39. YORK ELECTED MEMBER ROLE PROFILES

Members considered a report which gave them 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,

At the last meeting of the Member Development Steering Group held in March, Members had considered a report which introduced a range of 7 individual role profiles for Members. Since that meeting, the profiles had been shown to the political groups for comments, and steering group Members reported the following feedback:

- Page 29, under the Opposition Leader role profile - Members highlighted that the following statement was also relevant to the role profile for the Leader and Deputy Leader - 'To nominate members of his/her group to serve on formal and informal committees, sub groups, and where appropriate, local outside bodies'...
- A Member suggested that the role profile for elected members should refer to the work members do with Officers and Community Members and Consultee's on the adoption and amendment of policy statement.

Officers clarified that the role profiles are intended to be for guidance only and therefore did not need to go through Council for approval. Officer's asked Members of the steering group to clarify this with their respective groups.

RESOLVED: That Members confirmed 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: In order to comply with the requirement of the I&DeA Charter.

40. MEMBER DEVELOPMENT PROGRAMME 2010/2011.

Members considered a report which set out the final draft of the proposed programme of Member Development events for 2010/11.

The final draft programme was tabled at the meeting and Officers informed Members that some revisions had been made following Members comments made at the last meeting of the Steering Group. Members considered the draft final plan and made the following comments and suggestions:

- It would be useful for all Members to have access to conference handouts/slides. Officers advised they would enquire whether such information is available online and establish if a cost may be involved.

- Members queried if it would be possible for briefing sessions to be added to the programme to provide Members with information on what each Directorate budget is spent on. In response, Officers advised they would need to look into the best way to go about this, as some information and training is already provided to Members by Finance Officers. In particular, an annual report which is brought to Effective Organisation Scrutiny and it may be that Officers could further develop what they already provide.
- Members commented that more networking events and regional shared training would be useful.
- It would be useful to have more in-depth e-learning courses.
- Members suggested changes to the order which the subjects of the Pre-Council seminars were listed in the draft programme. The Senior Member Support officer advised the changes would be made and the draft programme re-circulated to all Members.

RESOLVED: That Members approved the final draft Member Development Programme with the suggestions above.¹

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

Action Required

1. Make suggested changes to draft programme.

AEO

Councillor Runciman, Chair

[The meeting started at 4.00 pm and finished at 5.20 pm].

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Member Development Steering Group

15 September 2010

Report of the Head of Civic Legal and Democratic Services

Draft Induction Strategy 2011

Summary

1. This report puts before members draft arrangements for inducting newly elected members immediately after the forthcoming elections in May 2011 in accordance with the key strategic elements of the Council's Member Training & Development Policy.

Background

2. There is an expectation upon those Council's working towards gaining Charter Status to have in place a structured approach to supporting newly elected members through a well planned induction programme, including the provision of a 'handbook' tailored to their Members.
3. York's last full programme of induction for newly elected members took place in 2007. Since 2007 there have a number of by-elections, where induction training has been organised on an ad-hoc basis and tailored to the individual members experience and needs.
4. Local Government Leadership Centre (formerly I&DeA) recently carried out a national survey of Local Authorities (Induction Health-check) with a focus on the quality of induction they provide. The results of the on-line survey were divided into regions and have now been published. Yorkshire and Humber were the highest scoring region in the country with 76.21%. Of the 22 local authorities in the Yorkshire and Humber Region York was published in the top ten and scored a respectable 69%.
5. The results of the health-check survey have helped to inform 'The 21st Century Guide to Member Induction' attached at Annex A. The guide is a useful tool in helping Local Authorities improve and develop their induction programmes and gives sound examples of good practice.

Member Induction Strategy 2011

6. The draft induction strategy for York's elected members set out in Annex B has been brought together using what has worked well in our previous induction programmes together with some new initiatives which it is hoped will enhance the induction experience for York's successful election

candidates in 2011. The strategy for 2011 has of course been developed, based on the key principles outlined in the Leadership Centre Guide referred to above. However, due to available resources in 'York' it has not been possible at the moment, to adopt all of the recommended good induction practice in York. In the future, it is hoped to develop closer links with the Neighbourhoods Team to look at providing some of the recommended ward based information as part of the induction process.

7. The strategy addresses both prospective and successful councillors by offering opportunities to learn more about the role of councillors and the process of being elected prior to the election process. It also gives advance warning to all potential councillors of the induction time-table to allow diary planning.
8. In summary, the induction strategy covers the following elements of induction:
 - A quick start pack with essential contact information, reading material and forms to fill in to help get them up and running
 - A personal introduction with the Chief Executive to sign their declaration of acceptance of office and be briefed on the Code of Conduct
 - An induction event involving the Chief Executive, Directors and experienced members
 - Photocall
 - One2One's with the Senior Member Support Officer to discuss support/training and IT etc
 - Walking Tours of Council Offices
 - Briefings
 - A range of skills workshops
 - Essential training such as planning & licensing and local government finance
 - Personal Development Plans
9. As part of the strategy. It is intended to provide all Members with a handbook, containing essential reference information and documents under the following headings:
 - Your Support & Entitlements as a Councillor
 - Representing Your Community
 - Decision Making & Scrutiny
 - Ethics, Standards and Safety
 - Profiles (including the Ward, the Council and Member Roles)
 - Policies and Protocols
 - Safeguarding Children & Adults

Consultation

6. Consultation on this induction strategy is through this Steering Group and their group networks. As arrangements for the induction process progress,

Council Directorates will be consulted on the elements of the proposed induction strategy

Options

7. (a) To endorse the induction strategy for newly elected members as set out in Annex B
or
(b) To endorse the induction strategy with suggested revisions following group consultation

Corporate Priorities

8. The existence of a strategy for induction 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 financial, HR, Legal or other implications associated with the contents of this report, other than, at this stage, the resources from Member Support to develop and implement the strategy.

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 to provide evidence of induction arrangements for it's elected members. Naturally, there is a further considerable risk in not providing a thorough induction to new members, the potential risk that new members 'under perform' because they have not been given the appropriate skills, knowledge or experience.

Recommendation

11. Members are asked to support proposed strategy for induction of newly elected members as set out in Annex B

Reason

12. In order to comply with the requirement of the Charter and to provide newly elected members with appropriate skills, knowledge and experience to carry out their roles

Contact Details

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Report Approved

Date 6 September 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 Strategy for Induction
Annex B - Results of the Member Induction Healthcheck



The 21st Century guide to member induction



Introduction

During election time public bodies and officers go into what is known as 'purdah' as self-restraining ordnance which requires anyone working in the public sector to hold back any impulses they may have to be radical, innovative, draw attention to themselves, or do anything at all that might call into question their official 'neutrality' while the politicians fight it out.

Rather than playing it safe and going on holiday, this is precisely the time local government officers should be fine tuning their council's 'welcome' to their new and re-elected councillors. Just as victorious foot soldiers returning from the battlefield – what water, soothing damp cloths, new sandals and a piece of bread will await them back in their town hall 'tents'?

For the last year we have been asking that precise question – and have surveyed over 150 different local authorities on their plans and strategies for what is commonly known as member induction, but in practice means 'what the first 6 months feels like for a new councillor'. Our results are pretty stark at times, but with a great deal of positive work to build on. This guide sets out some of the key results and analysis from the survey, and particularly draws on a case-study from Leicestershire County Council to highlight a '21st Century induction' in action.

A council's welcome to its newly elected members is a key indicator of the attitude it has to political and community leadership – and as every good politician knows, knowledge is power. But this of course works both ways – as much as the councillor needs to know his/her way around the council, officers also hugely benefit from an active approach to understanding their new councillors.

The welcome to a new councillor above all needs to recognise **where that councillor is coming from.**

Historically, we have inherited a political system grounded in the concept of 'the amateur' – that our political leaders 'emerge', self-selected from a vibrant world of political and community activism (particularly in local government where many councillors remain largely unremunerated for what they do). Aside from the theory behind this, the consequence is often councillors come from a very different background and perspective to their corporate and strategic management teams inside local authorities. Just contrast the language of local political campaigning – leaflets, petitions, cutting council tax, action on grot spots, saving our park, standing up for children and old folk and so on, to how the council describes itself – community development, cleansing teams, environment department, adult social services, children centres, and how key performance indicators, delivery mechanisms, regulations and standards permeates through the corporate bureaucracy. Its no wonder most people don't immediately recognise who 'runs' the local council.

Member induction should be about building a bridge between these two cultures – so that both can get the best out of each other, the corporate management team can align their strategies and delivery capacity according to the priorities set by the politicians, and the politicians can influence the machinery of the local state to get the best out of it for residents, tax payers and users of the services.

Overall results

To date we've had 240 responses, roughly two thirds from officers, one third from members. We've allowed anonymous results to encourage people to use it as a tool, but we estimate we have at least 150 authorities represented from that 240. Our results show that against our notional benchmark of 100% 'perfect' member induction, the average for councils in England is 62%. However this disguises a much more important result. Averages for officers filling out our tool is 68.7% whereas for members, the average is 49.6%. This means that whatever officers feel like their members should be taking in or accessing, the actual experience of members (which is what counts at the end of the day) is much less. The key learning point from

this research therefore, is that officers and councils need to work very hard and imaginatively about running an induction programme that is effective and understood by members.

In one South Eastern authority an officer rated their induction at 62%, whilst a member (elected in the last two years) said 17%.

We have also been publishing regional breakdowns – and have also offered further breakdowns within regions as part of our presentations to Member Development Officer Networks. These results can only be presented as a snapshot at any given time as the more and more members and officers that use the results the more accurate a picture we get.

So far, the regional averages for completion of the induction tool are as follows:

North West

76.07%

East of England

63.1%

South West

73.11%

London

61.36%

Y&H

69.8%

South East

60.7%

East Midlands

67.33%

North East

52%

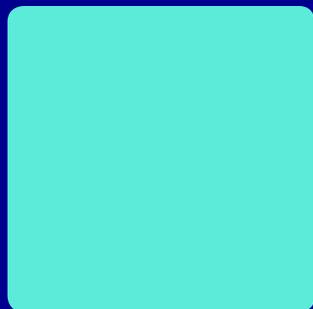
West Midlands

67.33%

You can find the detailed regional results in our presentations on www.21st.cc/news (we are due in the East/West Midlands, East of England, Yorkshire and the North East in late spring).

The guide

This guide is divided into **10 sections** that generally covers a typical induction programme in each council – each talks about the principles behind it, plus the aggregate results of our survey.



01 Before the election: what, when and why become a councillor

As with anything in life, the more prepared you are the more likely you are to succeed – and getting highly motivated, committed and talented councillors is no exception. Far from the council shying away from the ‘greasy pole’ of politics, there is no reason why the council shouldn’t be actively involved in recruiting, supporting and crucially – informing – the individuals and selected candidates who are thinking about standing for election. Would the council leave to chance those thinking about applying to be chief executive if a vacancy arises? Certainly not. There are targeted adverts, active head hunting, careful attention to the ‘package’ on offer, and a great deal of time and effort to show the council in its best light to attract top quality candidates to the post. It should be no different in thinking about the politicians.

Better recruitment has been the focus of the ‘Be a Councillor’ campaign – www.beacouncillor.org.uk, the results of which are starting to come through from the London elections. Many authorities have taken active steps to welcome new people to think about standing, much of this through bespoke party streams, but there is much the council can do:

Results

Before the election – what, when and why become a councillor

1 Advertise widely online, in local papers and public buildings the election timetable?

yes **65%** no **35%**

2 Provide online information or a publication on how to stand for election?

yes **73%** no **27%**

3 Run sessions for those interested, on what the role of councillor entails, including a realistic run-down on expectations, time commitments and finance?

yes **35%** no **65%**

4 Contact all candidates running for election in advance of election day with details of the induction programme and help available?

yes **61%** no **39%**

02 After the election: practicalities

Day one practicalities

If you speak to some councillors it is at once surprising and depressing, that far from being recognised and welcomed by the council on day one, they report their experience as being largely ignored. Thankfully this is the exception rather than the norm, but it is always worth checking that those basics are getting done efficiently and thoughtfully – i.e. are you expecting the member to run round and chase up who is supposed to be providing what? Or is there co-ordination so the most ‘practical’ stuff – the car parking, email address, security badge etc gets dealt with as a matter of course?

Immediately after the election: practicalities

1 Contact every member individually welcoming them to their new role with some immediate contact details and directions to Town Hall?

yes **90%** no **10%**

2 Issue new members with an induction pack which provides valuable information on the day to day running of the Council, support services available, contact details etc?

yes **93%** no **7%**

3 Carry out ‘Day One’ basics – such as car parking or security passes, email addresses and office support, tour round building to show where toilets, canteen and members rooms are?

yes **91%** no **9%**

4 Collect appropriate personal details to set up allowances and explain expenses system?

yes **92%** no **8%**

5 Takes active steps to ensure those who could be eligible know whether a dependent carers’ allowance is payable?

yes **55%** no **45%**

6 Ensures any accessibility or occupational health requirements are adhered to?

yes **62%** no **38%**

7 Take photo and contact details for website/other publications?

yes **97%** no **3%**

03 After the election: people

First impressions count, and often it is the people networks that matter most to councillors who are trying to navigate their way round the council for the first time. After working in an organisation for some time, its easy to forget that what seem like obvious roles and responsibilities (like ‘member development’) are not necessarily to the newly elected councillor – for starters they don’t think of themselves immediately as ‘members’ nor did they realise they needed ‘development’. Also bear in mind, particularly for councillors coming from opposition benches, they may have just spent the last 4 weeks criticising council services, and therefore by implication, the people who run them. So managing introductions and welcome from the beginning is not just a tick box exercise, but vital in getting off to the right start. Also in this category is whether councils want to introduce the member to outside their local authority boundaries to the regional partnerships and groups that the new member will inevitably need to start engaging with. There are providers who can offer support with this, for example REIPs or the IDeA.

Immediately after the election: people

1 Introduce new members to chief executive on day one?

yes **78%** no **22%**

2 Introduce new members to heads of departments and other key officers?

yes **82%** no **18%**

3 Introduce new members to appropriate political support inside council?

yes **61%** no **39%**

4 Offer new members places on a regional induction programme?

yes **30%** no **70%**

04 First month: introducing the member to the council

This is probably one of the most critical, and involving aspects of member induction being explored by councils. Rather than the councillor turning up on day one and being bombarded with finance, code of conduct, planning, standards and sessions on how not to make some calamitous mistake that would cost the council thousands in legal bills, this area should also be how much can the council learn from the councillor from their (newly elected perspective). Joint officer/member visits to places in the ward or division are increasingly seen as incredibly useful in working out the councillors' priorities and, crucially, what the councillor wants to achieve for their area from their political perspective, rather from how that electoral area fits in with the council's corporate strategy. Another recent recognition by some member development and senior teams inside councils, is that councillors too have professional and political development needs. Councils are moving away from a blanket assumption that it should be the local parties that support and select candidates, and councils should have no role in being part of that councillors' training and progress through their careers. Thus Personal Development Plans (PDPs), mentoring, and coaching are becoming more and more common – including advance qualifications offered and funded through REIPs for councillors to complete post grad certificates in local governance.

In 2008-09 South East Employers worked with South Bank University to provide a qualification for councillors studying Post Grad Cert in local governance there.

First month – introducing the member to the council

1 Facilitate visits to the ward/division with the new member and a senior officer to discuss key issues?

yes **27%** no **73%**

2 Offer Personal Development Plans (PDPs) for every member?

yes **59%** no **41%**

3 Offer a political mentor to support new councillors?

yes **42%** no **58%**

4 Offer a single point of contact from the senior team to help the member navigate around new processes and structures?

yes **62%** no **38%**

05

First month: introducing the council to the member

The big challenge for councils in this section, is the balance between immediate, accurate and important information being given to the new councillor in a timely way, but not inundating them with lots of sessions that, frankly, they just won't remember. The rule of thumb is how to avoid the councillor learning the hard way (trial and error). There is help and support to councils to encourage them to use much more varied and imaginative sessions designed to engage the councillor with the key points, and then regularly follow up with repeated sessions, online info and other ways to give the councillor an opportunity to learn how the council works internally.

First month – introducing the council to the member

1 Encourage existing and experienced councillors to attend and contribute to induction sessions?

yes **74%** no **26%**

2 Provide a comprehensive introduction to Overview and Scrutiny?

yes **72%** no **28%**

3 Explain and provide accessible literature about the council's Code of Conduct?

yes **91%** no **9%**

4 Provide training and information about Standards?

yes **88%** no **12%**

5 Take new members on tours of council facilities and service-based officers?

yes **72%** no **28%**

06 Doing the job: working inside the council

One of the most important and complex relationships councillors have to navigate is the one with officers – and of course the other way around. Constant tensions and misunderstandings about roles can lead to accusations of the ‘officer party’ being in charge, or that ‘politicking’ by councillors has a negative impact on decision making. As well as looking at the way the institution works (and whether it helps or hinders the relationships), induction should also actively facilitate sessions with officers as well as members. Put another way – train officers on how to get the best from members, to understand political perspectives and why councillors take the positions they do, and to demonstrate the key importance of the democratic ‘wing’ of the operation. This can also include sessions on roles within opposition and administration groups – to help shape and support the distinct identities of both, and to allow for ‘political’ differences, to become an integral part of the workings of the council – embrace it, don’t shy away from it!

Working inside the council

1 Offer detailed sessions on particular subjects (Finance, Adult Care, Children’s Services, Leisure, Environment, Corporate Parenting etc)?

yes **80%** no **20%**

2 Does your council provide you with IT (e.g. PC or laptop and printer, access to broadband) or a financial contribution towards this?

yes **92%** no **8%**

3 Provide helpful and ongoing IT training and expertise?

yes **86%** no **14%**

4 Explain clearly the decision making processes of the council and how to contribute / influence?

yes **77%** no **23%**

5 Provide sessions to help members and officers understand the relationships and responsibilities of each?

yes **64%** no **36%**

6 Personal skills training – chairing, digesting briefing materials, how to find out more information, and access services the council provides?

yes **75%** no **25%**

7 Run refresh sessions on expectations and techniques for working in administration and opposition?

yes **20%** no **80%**

07 Doing the job: working outside the council

Many councillors are not only juggling sometimes 2 or 3 elected positions within tiers of local government, not including any executive position they may have on the council, they might also be school governors, magistrates or hold other voluntary positions. This is on top of what they do as local community leaders, the pastoral work they do as a matter of course, the casework they follow up and then of course whatever position they hold in their local party. And with the state of membership of political parties where it is, in many areas you will find the councillor group IS the activist group for their party, so they will also be local party chairs or hold officer posts, they will be writing and designing (and delivering) leaflets and being the face of their local campaigns. On top of all this they could be working, caring for family members. In all this, the council should consider what kind of administrative and technical support the councillor is getting – and if the answer is very little, how should the council rely on the member being able to keep in touch with everyone they should be in their ward, where engagement is of critical value to the council.

Opposite is our list of some of the many roles councillors undertake – the job of induction is for the council to recognise, value, and in whatever way support where they can some of those roles where it can be recognised that doing so benefits the council – and if you know somebody who is doing all these jobs let us know!

Working outside the council

1 Facilitate stakeholder / councillor meetings from member's electoral area?

yes **29%** no **71%**

2 Provide guidance and advice on community leadership?

yes **50%** no **50%**

3 Provide comprehensive and detailed statistical data about the ward or division to give the best possible sense of place?

yes **56%** no **44%**

4 Encourage new members to attend regional and national conferences and events?

yes **53%** no **47%**

Roles of the councillor

A councillor can be:

an elected member on his/her principal tier of local council

an elected member to an additional second/third tier

an executive/shadow portfolio holder on council

a chair of scrutiny committee on council

a committee member

a holder of any honourary position in council (such as mayor)

a chair of a local council area/ neighbourhood forum

a member of a local council area/ neighbourhood forum

an elected member or appointed to school board/voluntary boards/ magistrate

a chair of a local community/ campaign group

a caseworker/pastoral worker for ward issues

an officer of local party

a manager of volunteers/delivery network

a recruiter of new activists

a thinker/innovator of policy for local group

a contributor to national local government policy

a contributor to national party political policy

a writer/designer of leaflets

a deliverer of leaflets

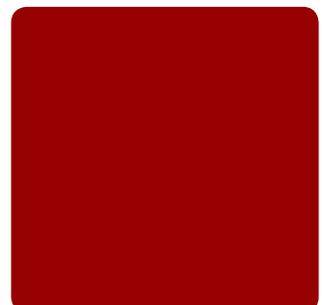
working in paid employment

a carer/have family commitments

a parent

a friend

an individual



08

'Death by PowerPoint': what tools were used?

This is directly connected to one of our key results from the survey – that members are not aware or accessing all the support and help that officers report that in theory they should have. In many cases this comes down to the resources available. Below is a list covering some of the new types of training and support available, which is improving all the time with providers such as Jobs Go Public and Learning Pool offering bespoke online tools and training materials. As we have mentioned on top of this is that the time commitments of councillors are huge so the opportunities to engage them directly and then on a regular basis about their development relies on the reputation of what's happened before and quality of materials being offered. In short if you don't get the induction right at the beginning you are likely to have a much harder struggle in member development and getting the right leadership out of your councillors from then on.

'Death by PowerPoint' – what tools were used?

1 Hold sessions at different times and repeat them to suit availability and choice of members?

yes **74%** no **26%**

2 Provide on-line information and training, such as e-learning tools?

yes **62%** no **38%**

3 Fund external providers to hold training sessions (e.g. IDeA) or bring in expert contributors to particular sessions?

yes **79%** no **21%**

4 Use interactive resources such as CD Roms and DVD?

yes **52%** no **48%**

5 Require members to lead and contribute directly to sessions and their own learning?

yes **44%** no **56%**

6 Does your council record training sessions for members to view online in their own time?

yes **18%** no **82%**

09 On going support: member development strategy

The results from our survey show a huge variety inside councils in terms of support they offer – from a notional 8% to the councils that are scoring 90% or above. This of course is directly related to the budgets and number of staff available to implement an induction programme. What is clear is the induction very quickly becomes part of an integrated member development programme – so if there is no welcome, there is not likely to be any on going help either. Many councils now encourage members to form their own steering group to oversee the member development budget and strategy. Putting members at the heart of the induction and member development is the best way to ensure you are targeting your resources efficiently.

On going member development and support

1 Achieved accreditation through the Regional and IDeA Charters for Member Development?

yes **40%** no **60%**

2 Convene a cross-party member development steering group to oversee induction and support to Members?

yes **68%** no **32%**

3 Support and fund members to attend IDeA Leadership Academy, Leadership Centre's Next Generation programme or similar?

yes **65%** no **35%**

4 Integrate the induction programme with the wider member development strategy?

yes **72%** no **28%**

10 On going strategy: review and evaluation

The only way we are going to improve our offer to people when they are elected to our democratic institutions, is if we continually review the strategies and build in evaluation and improvement into the mainstream work programme. The following results show that most, but not all councils follow through on their induction to ensure that they can offer a continually improving service to councillors. Indeed many councils (such as in the London region) have resolved to use the 21stCC tool as a way of comparing results before and after the May 2010 elections in London, to see if they can lift the overall averages.

Review and evaluation

1 Review all induction materials and support after the election and initial delivery of programme?

yes **75%** no **25%**

2 Ensure views and feedback from members is incorporated into ongoing induction plan?

yes **78%** no **22%**

Conclusions

As stated at the beginning – this guide is based on results, from both members and officers, from a tool intended to help Local Authorities improve and develop their induction programmes. Because it is still live, these results could change over time and so further breakdowns will be available over 2010. From over 140 results we can see that officers report in theory a much more comprehensive ‘offer’ than members retain or access, which is critical in thinking about using resources imaginatively and efficiently.

Moreover – councils are now more and more investing in strategies designed to ‘get to know’ their member, personally, politically, and in their wards – to maximise how the council, and conversely the member, can work together better.

Leicestershire

Case study

1. Why did we do it?

Immediately after an all-out election is an excellent opportunity for a council to do some serious and imaginative work with new and returning councillors in the spirit of giving them the best possible knowledge, information and tools to be the best possible 21st Century Councillors.

Leicestershire County Council is proud of its consistent and objective measures of excellence and knows that well motivated and committed councillors must be part of their success.

Working with their dedicated Democratic Services team, the Member Development Steering Group and the Leadership Centre for Local Government some fresh approaches to induction and Learning have been designed, developed and delivered over the past year.

2. What did we do?

Some things were clear from the very earliest planning sessions. New councillors, those returning and those with experience of District but not the County Council needed:

- A first class induction programme which gives them the basic tools for the job
- A chance to really get to know their wards and divisions
- Opportunities to get to know each other in informal settings
- Some opportunities for cross-party learning and development
- A better understanding by officers and members of their different roles
- Opportunities for those who wish to take a more in depth look at their leadership roles in the wide range of settings in which councillors work
- 1 to 1 mentoring and personal development planning opportunities
- A serious and rigorous approach to evaluating the programme and taking on-board suggestions for change

The initial programmes were carefully designed to try and meet all those needs and also give the basis for future development work throughout the life of the County Council.

3. How did we do it?

We started from the premiss that old fashioned approaches in which officers decide what members need to learn simply wouldn't do. Many hours were spent in discussion and design, looking at innovative approaches to learning to ensure maximum participation by the councillors. As well as asking them what they wanted we were able to suggest some innovative approaches such as division walks, media training and community leadership development.

We also looked carefully at very specific Leicestershire issues such as:

- Community Forum structures and partnerships
- LSR-Online services
- Twin and triple hatted members
- The need for productive Opposition as well as Administration

It became clear quite early on that a substantial core group of councillors was highly motivated and committed to all parts of the programme and they served as an excellent sounding board as the programme progressed, telling us what worked best, what could be improved and what they would like in the future.

4. So what was new?

We know, of course that there are a certain number of basic things that all new councillors need to know about, such as national and local Codes of Conduct, training in quasi judicial roles, officer and member council structures and a bit of friendly local government finance. New members also need very specific information about the main service areas of the council and decision making structures.

Some things could have easily been forgotten:

- The opportunity for division walks and observation with officers and members working together to identify local issues
- Mentoring and Personal Development Plans for those who wish them
- A serious look at the skills of being an effective Opposition or Administration councillor and how best to make an impact in either of those roles outside of Cabinet
- An early look at the skills and qualities of effective scrutiny
- How councillors can best contribute to and find positive outcomes in partnership working across the county
- Inviting officers to participate in sessions where their specific expertise was invaluable such as 'A Sense of Place' and 'Working in Community Forums'
- What does community leadership really mean in our wards and divisions
- Some light-hearted and practical media training
- How councillors can really contribute to managing the performance of the council

5. What was challenging?

It wasn't at all easy to find the right balance between the things which councillors have to know and those which they want to know, and that meant some hard choices for some about how many events they could manage in a short space of time. The Autumn was a bit over-loaded, and some felt that they would like to consider some of the real Leadership issues in far greater depth than was possible in half-day sessions.

Whilst those who attended most of the programme could see real development of their skills and knowledge others who dipped in and out had a more fragmented experience.

Leicestershire councillors were more committed than those we have worked with in many other places, but there were still probably around 40% who took no part in the programme beyond those sessions which were compulsory for new members.

There was sometimes a little scepticism from service-based officers about the value of contributing to some sessions, but the results were so successful that this might not occur again.

6. What did we get from it?

The full evaluation process has shown that councillors very much enjoyed and appreciated the programme, but are happy to be positively critical in suggesting changes for the future.

I think that the programme has raised the expectation of many councillors about both the performance as councillors that they can aspire to, and the help and support that they can expect throughout a term of office. Many councillors have also been inspired to join national leadership programmes through, for example, the IDeA and the Leadership Centre.

The very thorough approach to evaluation has also ensured that Leicestershire councillors will continue to be at the heart of future planning for their own learning and development into the future.

If this is the biggest message which other councils would adopt in developing learning programmes for councillors then the outcomes will have been really successful for Leicestershire and the wider local government community.

Overall results

If you would like to complete the online tool for your authority go to www.21st.cc/tests. You can also download a the full checklist as a pdf.

Regional breakdowns including the 'top ten' authorities in each have been presented to the following Member Development Officer Networks:

London 26th November 2009

South East 4th March 2010

North West 14th April 2010

With further results due at the following MDO network meetings:

Yorkshire and Humber 18th May 2010

West Midlands 27th May 2010

East Of England 24th June 2010

East Midlands 30th June 2010

North East mid June 2010

If you have any questions about this guide, the 21st Century Councillor programme or would like us to send you the breakdown for your authority, please email Bridget@21stCenturyCouncillor.com or contact us at:

Leadership Centre for Local Government

Local Government House

Smith Square

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www.localleadership.gov.uk



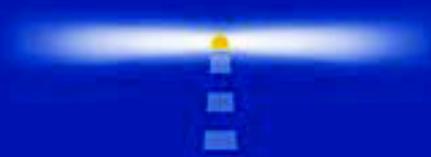
Local Government Association

The Local Government Association is the national voice for more than 400 local authorities in England and Wales. The LGA group comprises the LGA and five partner organisations which work together to support, promote and improve local government.



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Leadership Centre for local government



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Detail	Approximate date/time	Facilitators
<p>Week 1: W/C 9 May 2011</p> <ul style="list-style-type: none"> • All members will be invited to attend a choice of morning or afternoon session to receive a short briefing on the code of conduct and to sign their acceptance of office. • Induction Event including 'Meet the Directors' – Headed up by the Chief Executive this session will provide an opportunity for members to meet the Directorate heads and hear about the services they provide. In addition some of our more seasoned councillors will provide some welcome tips to help them through their first few weeks • Photocall – To follow directly after the above event in order to acquire Councillor portraits for Website 		<p>Kersten England Andrew Docherty</p> <p>Kersten England Bill Whooley Pete Dwyer Ian Floyd + 3 Councillors</p> <p>Marketing & Comms</p>
<p>Week 2: W/C 16 May 2011</p> <ul style="list-style-type: none"> • One-2-One's with Senior Member Support Officer to cover a range of information including: <ol style="list-style-type: none"> 1) Support and Entitlements 2) Induction & Training 3) Accessing Meeting info on-line 4) Agree a date for first PDR 5) facilitate photo swipe card issue 6) Discuss IT equipment needs and arrange installation/set up 7) Accessing minutes and reports 8) Introductions to staff in Guildhall 9) Councillors Handbook & Zone 47 (internet support site for members) • Tour of Council departments including a hard hat site visit and presentation on the development of the New Council offices 	<p>One hour slots arranged to suite individual members</p> <p>One session</p>	<p>A Oxley</p> <p>Amanda Oxley Ian Asher/Maria Wood</p>

Detail	Approximate date/time	Facilitators
<p>Week 3: W/C 23 May 2011</p> <ul style="list-style-type: none"> • Briefing for new members 'What to expect at Full Council and the Annual Meeting' • Neighbourhoods Workshop – Getting to know your wards the neighbourhoods officers and getting to grips with Ward Committees and surgeries 	<p>Before rehearsal</p> <p>Choice of afternoon or evening</p>	<p>Ann Platt/Dawn Steel/Amanda Oxley</p> <p>Neighbourhood Services</p>
<p>Week 4: W/C 30 May 2011</p> <ul style="list-style-type: none"> • Training Session - Essential Planning Training – For all members on planning committees • The role of Scrutiny – a session for all members on the basic principles of scrutiny and how members can engage in the process 	<p>Choice of morning or afternoon</p> <p>After 5pm</p>	<p>Jonathan Carr/Richard Moore</p> <p>Dawn Steel/Melanie Carr & Tracy Wallis</p>
<p>Week 5: W/C 6 June 2011</p> <ul style="list-style-type: none"> • Training Session - Essential Licensing Training – For all members on licensing committees • Interactive Workshop - Time Management (Work/life balance, setting boundaries, personal safety and prioritisation (Real life exercise) • Personal Development Plans Commence and continue through out June and early July for New Members and Members with new roles 	<p>Full Day</p> <p>Afternoon 1-4pm</p> <p>Various dates June/July</p>	<p>External Trainer - Roger Butterfield?</p> <p>External Trainer</p> <p>External Facilitator</p>

Detail	Approximate date/time	Facilitators
<p>Week 6: W/C 13 June 2011</p> <ul style="list-style-type: none"> • Workshop– ‘Speaking in the Chamber’ –simple but effective techniques on how to structure a 3 minute speech. There will also be information on Council procedure rules: how to compose motions/raise questions; supplementary questions; time limits etc. • Workshop - The Ethical Framework including the code of conduct, officer member protocol and the role of Standards Committee 	<p>After 5pm to maximise attendance</p> <p>2 opportunities 1 morning and 1 evening</p>	<p>Emma Taylor- Successful Speeches</p> <p>Andrew Docherty Monitoring Officer</p>
<p>Week 7: W/C 20 June 2011</p> <ul style="list-style-type: none"> • An introduction to the Weird and Wonderful World of Local Government Finance (shared event with North Yorkshire County Council) • Effective Working with Young People Interactive workshop 	<p>After 5pm</p> <p>5.30pm – 7.30pm</p>	<p>Possible funding through REIP to share this with North Yorks CC - External Ian Fifield from CIPFA</p> <p>Sarah Nicholson Access & Inclusion</p>



Member Development Steering Group

15 September 2010

Report of the Head of Civic Legal and Democratic Services

Introduction of Exit Surveys/Interviews for Elected Members

Summary

1. This report puts before members a suggested draft exit survey for members standing down from the Council.

Background

2. Although exit interviews/surveys are common practice within City of York for its employees, they have not in the past been offered to retiring members. There are however substantial benefits to be gained from the information they provide, which is why their introduction is being considered.
3. The primary aim of the exit survey is to learn reasons for the elected members departure.
4. Conducting an exit survey/interview with a member standing down from the Council gives a unique chance to question and analyse the opinions of individual members at a time when they are likely to be more frank and forthcoming about their experiences whilst on the Council. In addition exit surveys:
 - are regarded as a sign of positive culture in an organisation and demonstrate a commitment to improving the recruitment and retention of elected members
 - provide valuable information as to how to improve induction and training of councillors new to the role
 - Inform top political and managerial leadership of the reasons why elected Members may be leaving the Council, thereby enabling analysis of current processes and practices and making changes where needed .
 - Identify trends and providing valuable 'leaver' information to each particular political party.

- Ensure members feel that their service, views and opinions are listened to, valued and actioned where appropriate.

Draft Exit Survey for Members

5. A proposed exit survey for Members is attached at Annex A, based in part on findings from other authorities in the region. It is particularly timely to look at introducing exit surveys for members in York in preparation for the elections in 2011.
6. In addition, adopting Member exit surveys could be regarded as good practice in the light of our forthcoming Charter assessment.

Consultation

6. Consultation on this exit survey is through this Steering Group and their group networks.

Options

7. (a) To endorse the exit survey for members standing down from the Council as set out in Annex A
or
(b) To endorse the exit survey with suggested revisions following group consultation

Corporate Priorities

8. The existence of exit surveys for 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 financial, HR, Legal or other implications associated with the contents of this report, other than, at this stage, the resources from Member Support to develop and analyse the information gathered as a result of the survey.

Risk Management

10. In compliance with the Council's risk management strategy, the only risk associated with the contents of this report would be the failure to canvass members on their opinion of being on the Council during their term of office and therefore not providing a mechanism to improve the experience of members coming onto the council in the future.

Recommendation

11. Members are asked to support the proposed exit survey as set out in Annex A for future use in connection with future retiring members.

Reason

12. In order to support the improvement of communication, relationships, support, training and ultimately the retention of elected members

Contact Details

Author:

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Chief Officer Responsible for the report:

Andrew Docherty
Head of Civic Democratic and Legal Services

Report Approved

Date 6 September 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 Exit Survey of Elected Members

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City of York Council Members Exit Survey

What is the purpose of the survey

The aim of this exit survey is to discover the Member's reasons for leaving the Council and to gather feedback from the Member on concerns they may have or ideas on organisational improvements. The survey is not compulsory, but members are encouraged to take part. Members can either complete this survey electronically and return to the Monitoring Officer, alternatively the member can request a one to one with either the Monitoring Officer or the Council's external consultant for Member Personal Development Planning.

It is intended that the exit survey will allow the Council to improve retention of its Councillors by:

- Informing top political and managerial leadership of the reasons why elected Members may be leaving the Council, thereby enabling analysis of current processes and practices and making changes where needed .
- Identifying trends and providing valuable 'leaver' information to each particular political party.
- Ensuring that members feel that their service, views and opinions are listened to, valued and actioned where appropriate.

MEMBERS EXIT INTERVIEW SURVEY QUESTIONNAIRE

Section 1: About You

Name: _____

Date of Commencement: _____

Date of Leaving: _____

Political Party: _____

In total, for how long did you serve as a Councillor? _____

Reason for leaving

Retirement		Job Content	
Working relationships		Pressure of work	
Earnings		Care of Dependants	
New Position		Travel problems	
Moving Home		Working conditions	
Further Training		Working Hours	
Health Issues		Other	

Other reasons, please specify

Section 2: Your Employment

What was your work status during your time as a Councillor?

full-time part-time self-employed

retired not in paid employment

If in employment, how difficult was it to balance the commitments of being a councillor and working?

Where you allowed time off by your employer?

Do you feel that serving as a councillor had a positive or negative impact on your career at the time? (*if relevant*)

Section 3: Support Received

During your time as a councillor, did you have any long standing illness or disability?

Yes No

If yes, did you receive the relevant support?

During your time as a councillor, did you have any caring responsibilities for a dependent partner, relative or child?

Yes No

If yes, did you receive the relevant support?

Yes No

How would you rate the level of support you have received from the following areas during your time as a Councillor?

	Officers	Own Group	Other Groups
Excellent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Generally, was the support you received from the Council adequate if not please specify why?

Section 4: Your Experience

Why did you want to become a Councillor?

Were you told about the role and the time commitment and how did that compare to the actual experience?

What have you enjoyed most about being a Councillor?

What have you least enjoyed about being a Councillor?

What do you consider to be your greatest achievement as a councillor?

Do you believe you managed to change things as a councillor? *Please provide examples.*

Section 5: Councillor Development

Did you take advantage of the induction/training offered to you as a Councillor?

Yes No

If No why not?

If Yes did the induction/training the council offered contribute to making you feel effective as a Councillor? If not why?

Section 6: Being Part of City of York Council

Are there any aspects of the Council that you think do not work well or that you have found frustrating?

Please suggest any potential improvements

Section 7: Being a Councillor for York

Would you recommend being a Councillor for York to others?

Yes No

If No Why not?

Is there anything else that you would like to say about your experiences of being a City of York Councillor?

Thank you

Please return this form in the freepost envelope provided



Member Development Steering Group

15 September 2010

Report of the Head of Civic Legal and Democratic Services

Local Democracy Week 2010

Summary

1. This report summarises the events and activities planned during Local Democracy Week between 12 – 15 October 2010, in support of raising awareness about the democratic process and the role of Councillors.

Background

2. In October 2009, the Council ran a series of coordinated initiatives around Local Democracy Week. Those activities included an inaugural event about being and becoming a Councillor. That event was extremely successful and is part of this year's programme.
3. Members will recall that what Councils and Councillors do to demonstrate their commitment to holding community events in support of community leadership, is a contributory factor towards achieving Member Development Charter Status with the newly formed Local Government Centre (formerly I&DeA).

Local Democracy Week Programme 2010

4. The following events have been arranged for this years' Local Democracy Week taking place from 12-17 October 2010:

Monday 11 October

'Meet the Mayor' In the morning school children will have the opportunity to meet the mayor, learn about the role as first citizen of the City and take a look around the Lord Mayors official residence 'The Mansion House'.

This event is being managed by York Archaeological Trust for Local Democracy Week

'Schools Council Meeting' in the afternoon a group of school children will be holding their own 'Schools Council Meeting' in the Council Chamber and will learn first hand what it's like to be involved in making decisions affecting children in the city in which they live.

Tuesday 12 October

A Councillor Who Me? - 6pm - 8.30pm at York Medical Society Rooms, 23 Stonegate York

City of York Council wants to encourage enthusiastic, vibrant people of all ages, cultures and walks of life who want to make a difference in their local areas, to consider becoming a Councillor. This is an opportunity for members of the public who want to learn more about what councillors do to come along and find out more including: what a typical day in the life of a councillor involves, the various roles they hold, the decisions they take and the support and training they receive once elected. ***This is a free event and Members of the public wishing to reserve a place should telephone Democratic Services at the Guildhall on 01904 552062 or email democratic.services@york.gov.uk***

Wednesday 13 October

'Corridors of Power' - 4pm A guided tour and insight into the intriguing history of York's fifteenth century Guildhall. Originally a meeting place for the powerful merchant guilds that effectively controlled the government and business climate of York the Guildhall continues to be the hub of local democracy with the majority of York's Council decision making taking place in this wonderful building.

Members of the public will be able to view the recently revealed and restored Victorian Mosaic as well as listen to a wealth of interesting historical facts about this hidden gem and its meeting rooms including the spectacular Council Chamber. In addition, weather permitting there will also be a rare opportunity to venture down Common Hall Lane a vaulted walkway which runs beneath the Guildhall and down to the river. ***This is a free tour and Members of the public wishing to take part should arrive in Guildhall reception 10 mins before the tour begins on the day.***

York Youth Council 2010 New Members Reception at 5pm followed by Meeting of the Youth Council in the Chamber

Young people from across the city have been nominated as representatives from schools, colleges and young people's groups. They will work together as the Youth Council to let local decision makers know what is important to young people in York. The Youth Councillors are all 11- 18 years old. They will go on a training residential to master new skills they will need in their new role. The Youth Council will decide what two local campaigns they want pursue in the next year. The new Youth Councillors will each be receiving a certificate from the Lord Mayor at their welcome reception prior to the meeting..

Thurs14 /Fri15 & Sat16 October

Mansion House Tours - at 11am, 12.30pm and 2pm. The Mansion House is an architectural masterpiece and one of York's great historic treasures. It is the official residence of The Lord Mayor of York who is Chairman of City of York Council and the first citizen of the city. Visitors will receive a guided tour and will be able to view key items from the civic collection on display including silver, paintings and furniture. ***Entry to the Mansion House is free to York Citizens and £5 to non-residents, no need to book.***

Consultation

5. Some consultation has taken place to find out what other directorates may be doing across the Council in support of Local Democracy Week but any further initiatives uncovered will be reported to Members at the meeting.

Options

6. The programme of events for the Week is now largely set and is being initially reported in Your City. This report is largely, therefore, for information in connection with the Steering Groups' role on supporting Member Development in York and working towards achieving Charter Status.

Corporate Strategy 2009/12

7. The aims of Local Democracy Week, in widening participation and involvement within and in the democratic process, accord with the underlying principles of the Councils Corporate Strategy in making York an inclusive City, making sure that all citizens, regardless of race, age, disability, sexual orientation, faith or gender feel included and get involved in York.

Implications

8. There are some financial implications associated with the '*A Councillor, Who, Me Event*'. These, in total, amount to approximately £1k and will be met from within existing budgetary provision. Staff resources to support the events listed will come from within Democratic Services and the Mansion House.

Risk Management

9. 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 to be seen not to demonstrating a commitment supporting events which promote community leadership and raise community awareness about the democratic process.

Recommendation

10. Members are asked to note the programme of activities for Local Democracy Week, initiated by Democratic Services, in furtherance of the commitment to achieve Member Development Charter Status.

Reason

11. In order to comply with the requirements of the former I&DeA Charter and to actively raise awareness about the democratic process.

Contact Details

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Andrew Docherty
Head of Civic Democratic and Legal Services

Report Approved

Date 7/9/2010

Specialist Implications Officer(s)

None

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

None