



Notice of meeting of

Member Development Steering Group

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

Date: Wednesday, 16 March 2011

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)

Members are asked to approve the minutes of the last meeting of the Steering Group held on 24 November 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 15 March 2011**.

4. Induction Strategy and Programme (Pages 7 - 16) **2011/2012.**

This report sets out the final proposed Induction Strategy and programme for newly elected Members during 2011/12.

5. Member Development Programme (Pages 17 - 30) 2011/2012.

This report sets out the draft proposed core programme of training and development for Members, covering 2011/2012.

6. Second Monitor of Member Training and Development. (Pages 31 - 40)

This report informs Members of the take up to date at events offered in the second half of 2010/2011 through the Core Programme, together with a summary of feedback received. This information has helped inform the final draft of the Core Programme (see separate report on agenda for this meeting) to be offered to Members during 2011/12.

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

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

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

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- 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);
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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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City of York Council

Committee Minutes

MEETING	MEMBER DEVELOPMENT STEERING GROUP
DATE	24 NOVEMBER 2010
PRESENT	COUNCILLORS RUNCIMAN (CHAIR), GUNNELL AND WISEMAN
APOLOGIES	COUNCILLORS D'AGORNE

48. 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.

49. MINUTES

Members are asked to approve the minutes of the last meeting of the Steering Group held on 15 September 2010.

50. PUBLIC PARTICIPATION

Mike Leitch from Local Government Yorkshire & the Humber was in attendance at the start of the meeting to formally present the Steering Group with an award after the Authority's successful bid for Charter Status.

He congratulated Members and Officers for achieving Charter Status and advised that the feedback from Members had been positive.

The Chair thanked him and advised that Members believed in Charter Status and had wanted to achieve it. A formal announcement would be made at Council to inform all Members of the success and she thanked Officers for all their hard work.

51. FIRST MONITOR OF MEMBER TRAINING & DEVELOPMENT

Members considered a report which informed them of the take up to date at Member Training and Development events offered in the first half of 2010/11, together with a summary of the feedback received.

In January 2009 Council introduced an annual minimum requirement relating to the number of development activities Executive and non-Executive Members should attend. Council agreed that Executive

Members should attend a minimum of 12 development sessions and non-Executive Members a minimum of 8.

Details of Members attendance levels at events offered was detailed at Annex A of the Officers report. Members made the following comments:

- Lord Mayor and Sheriff should be denoted with an asterisk or similar as due to time constraints they can not be expected to attend the required number of events. Officers confirmed a specific training programme is offered to Lord Mayor and Sheriff every year but take up depends on the individual concerned and whether they feel they need any special training.
- Evaluation of the Core programme – in response to Members questions, Officers advised that the Core programme is assessed at regular intervals and can be subject to change to reflect changes in legislation and to avoid it becoming stale.

RESOLVED: That Members commented as above and referred the report to the Standards Committee for consideration as set out in paragraph 15 of the report.

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

52. ANNUAL REVIEW OF MEMBER TRAINING & DEVELOPMENT POLICY.

Members received a report which asked them to consider any revisions they wished to make to the current Member Training and Development Policy.

In October 2009 Steering Group Members approved the introduction of a Member Training and Development Policy which outlined the structured approach the Council takes to developing its elected Members. Good practice states the policy should be reviewed annually and refreshed if necessary.

Officers outlined the report, in particular the following:

- The policy will need to be updated accordingly If the Standards Committee, which is the Steering Groups reporting line, is abolished. Officers will update the Steering Group if any changes are made.
- Protocol for Councillor attendance at conferences and external training has been trialled for a period and appears to be working, there had been no feedback to state it is not working.

Officers referred Members to the feedback received from the Charter Assessment, and recommended that Members agree to refresh the policy accordingly.

RESOLVED: That the Member Development Steering Group agreed to the refreshment of the Member Training and Development policy as outlined in the report and detailed above.

REASON: To ensure provision of a Member Development Policy.

53. CHARTER FOR MEMBER DEVELOPMENT ASSESSMENT REPORT.

Members considered a report which put before them the charter assessment panel's report setting out in detail their findings following City of York's successful bid for Charter Status.

Following a submission of portfolio evidence, Local Government Yorkshire & Humber confirmed that York was ready for assessment against the charter standard for Member Development. On 28 September 2010, City of York Council was formerly assessed by an assessment team and was subsequently informed that it had successfully achieved the Charter. The full report, attached at Annex A, set out the comprehensive feedback received and would subsequently inform any future plans for Member Development.

Members considered the Charter Assessment report, and the areas of improvement outlined at paragraph 7 of the report and made the following comments:

- In relation to inductions for new Councillors, it would be beneficial to pre-book personal development reviews (PDR's) as part of the induction process and hold PDR's in early May for new Councillors.
- It would be useful for Mike Leitch from Local Government Yorkshire & Humber to attend an induction event.
- Highlight the benefits of mentoring/buddying to new Councillors.

Members advised that they would consider the bullet points at paragraph 7 further and email Officers with any thoughts they may have on the areas where improvements could be made.

RESOLVED: That a further report outlining ways in which the areas identified in the assessment report can be addressed be brought back to a future meeting.

REASON: To improve the standard York has set for Member Development.

54. AGEING WELL PROGRAMME OF DEVELOPMENT SUPPORT FOR YORK MEMBERS.

Members considered a report which outlined a proposal from Local Government Improvement & Development to provide elected members with a range of development support in order to meet the challenges of York's ageing population.

Officers outlined the report and advised that a programme is offered which has 4 main themes of leadership, strategic approach to engagement of older people, joined up/coordinated commissioning and the delivery of services for older people. Local Government Improvement & Development had already been approached to discuss the offer of bespoke support and the resulting proposal was attached at annex B.

Members made the following comments:

- The training would need to be relevant for all Members and not to be seen as only relevant to Executive Members.
- Possibility of a pre-council seminar on the issue before May.
- More information on what is on offer would be useful.

RESOLVED: That the Member Development Steering Group support the provision of this funded opportunity for all Members and requested Officers to look into the possibility of a pre-Council seminar, preferably before May.

REASON: To ensure provision of training for Members in this particular area.

Councillor Runciman, Chair
[The meeting started at 4.00 pm and finished at 4.45 pm].



Member Development Steering Group

16 March 2010

Report of the Assistant Director, Legal & Governance

Induction Strategy and Programme 2011/2012

Summary

1. The report sets out the final proposed induction strategy and programme for newly elected Members during 2011/12.

Background

2. The Councils agreed Member Training & Development Policy is based around four key strategic elements. Having an Induction Strategy and Programme for newly elected Members is one of the key elements and complements the general Core Programme of training and development activities available for all Members annually. Demonstrating its ongoing commitment towards a full induction programme for newly elected Members, will be instrumental in the Council maintaining its recently acquired Member Development Charter Status from the Local Government Leadership Centre.
3. Attached at Annex A to this report is the final draft of the Induction Strategy and Programme for comment. Members of the Steering Group have already endorsed the first draft at the meeting on 15 September 2010. Since then the Induction Strategy/Programme has been considered by Group Leaders who were supportive of the general approach but were keen to see that as many internal trainers as possible were used, to maximize knowledge and experience of working in City of York Council and keep external costs to a minimum. The Strategy/Programme attached has therefore be revised to take account of those views and to present a clear and simple package to the newly elected Member.

Induction Strategy/Programme 2011/2012

4. The overriding aim of this Induction Strategy must be to provide the core essential knowledge to newly elected Members as quickly as possible in an informative but enjoyable way. Providing the right support to new Members at this time will undoubtedly ease their induction into their role and into the authority. To help get this experience right, the Strategy attached has been developed using what worked well in previous induction years in York (2007), what has worked well in other local authorities and adopting recommended good practice from the 'The 21st Century Guide to Member Induction'..
5. It is intended that the Programme for newly elected Members will be complemented by the Core Annual Programme of training/development

activities available to all Members for 2011/12, details of which Members have received elsewhere on this agenda.

6. By the time of the district elections, the Strategy/Programme attached will purely become an Induction Programme. The strategic dimension to induction is crucial to developing a clear approach to delivery an induction programme.
7. The fundamental elements of the Strategy were reported to the Steering Group in September 2010 but have now been refocused and developed as follows :

Candidates Letter – after the deadline for declaration of candidates in early April 2011, a letter will be sent to all candidates with potential dates for induction events to ensure prospective elected Members are able to plan ahead and make themselves available for the induction programme.

Formal Welcome at the Polling Count – successful candidates to be introduced to Chief Executive, Monitoring Officer and Senior Member Support Officer. Newly Elected Members will sign their acceptance of office and will be photographed for ID cards to Council buildings.

A Members toolkit – an essential directory of key information about York, the Council, good conduct and practice, roles and responsibilities and the support available.

An induction event – an opportunity to meet Council Management Team and learn briefly from Directors and experienced Members their responsibilities

One2Ones with Senior Member Support Officer to discuss the care, support and entitlements available

Familiarisation tours – the Guildhall, Mansion House, existing Council Offices

Training and Development – early personal development reviews to identify individual needs, Core Programme, together with a range of induction workshops in essential skills and statutory roles (ie. licensing, planning, local government finance)

Key Contacts – every newly elected Member will be encouraged to develop a network of key contacts within the organisation to help them get established. Initially, they will be given the name of a member of Democratic Services staff to help guide them to the appropriate wider contacts.

8. The Steering Group is reminded that the Council also offers a dependent carers package for those elected Members who need some financial support to arrange childcare cover for meetings they are elected to attend. Details of this package is made available to newly elected Members at their one to ones with the Senior Member Support Officer. Equally, early work has commenced with prospective candidates where specific support needs have already been identified and where it is clear the Council would need to make specific support provision upon election. This care package forms part of this Induction Strategy.

Consultation

9. Consultation has already taken place on the draft Induction Strategy with this Steering Group and with Group Leaders. Consultation with Council Management Team is ongoing in terms of delivering a suitable induction programme.

Options

10. (a) to endorse Annex A as the final Induction Strategy and Programme for newly elected Members post the District Elections in May 2011;
(b) to suggest any final appropriate revisions to the Induction Strategy/Programme, prior to its implementation.

Corporate Priorities

11. The provision of an effective strategy and programme for inducting newly elected Members successfully is consistent with the aims set out in the Council's refreshed Corporate Strategy, in particular regard to City of York Council being an effective organisation.

Implications

12. The following implications have been considered:
 - **Financial** – Any financial costs associated with the Induction Programme 2011/2012 will be met from the existing budget available for Member Development for 2011/12. In the main, any specific training sessions required are being delivered using internal staff expertise to keep costs to a minimum. Those sessions which it is suggested are delivered externally for reasons of independence, reputation and authenticity are being met from within the existing budget (eg. Personal development reviews)
 - **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 induction workshop intended to positively promote Human Rights & Equalities issues.
 - **Legal** – There are no Legal implications associated with this report.
 - **Crime and Disorder** – There are no crime and disorder implications associated with this report.
 - **Information Technology (IT)** – Any IT implications associated with this report relate to the provision of ECDL training and E-Learning through the 'Learning Zone' website which is being made available to newly elected Members as part of the Induction and Core Programme.
 - **Property** – There are no property implications associated with this report
 - **Other** – There are not other implications associated with this report.

Risk Management

13. If Members do not adopt an effective Induction Strategy and introduce a supportive Induction Programme for newly elected Members, there is a risk that those newly elected Members will not be given the appropriate 'tools' and skills to represent their communities successfully and participate in good decision making on behalf of the Council. Equally, without such a strategy in place, the Council would likely fail to maintain its newly acquired Member Development Charter status.

Recommendation

14. It is recommended that the final draft Induction Strategy/Programme for 2011/12, be adopted, subject to any further comments arising from Council Management Team.

Reason

15. To enable arrangements for the delivery of a planned induction programme for 2011/2012 to commence.

Contact Details

Author:

Dawn Steel
Democratic Services Manager

Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director, Legal & Governance

Amanda Oxley
Senior Member Support Officer

Report Approved

Date 9 March 2011

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

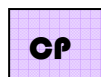
Background Papers: None.

Annexes:


Annex A – Induction Strategy/Programme 2011/12




Strategy for Members Induction 2011





Key – Core Programme

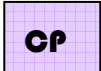

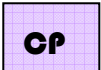


Detail	Approx date/time	Facilitators	Costs where applicable
In the lead up to the election: <ul style="list-style-type: none"> • ‘A Councillor Who Me’? – Open to prospective candidates and the general public this session will give members and insight into the day to day roles of elected members and the support and training they receive upon election. The event will be widely publicised during September 2010. • Letter to prospective candidates giving advance warning of the induction programme/training and signing of declaration at count for successful candidates include copy of code of conduct and explain that any special needs of individual councillors will be established at a 1-2-1 interviews as part of the induction of new councillors 	October 2010	Democratic Services/Elections & MD Steering Gp	£794
	April 2011	Senior Member Support Officer	N/A being posted along with info going out from elections office
At the Count(Fri): <ul style="list-style-type: none"> • Welcome letter to be handed to all successful candidates at the count inviting them to the induction event and asking them to fill out a form identifying which induction training sessions they will be attending. • Photocall –Councillor portraits for Website • What happens next? - Quick Start Pack to accompany welcome letter to include Members handbook, a copy of the publication ‘A Councillors Guide’, register of interest form and personal information form to be completed & returned at main induction event the following week 	6 May 2011	Senior Member Support Officer	N/A
	6 May 2011	CYC Reprographics	N/A
	6 May 2011	Senior Member Support Officer	Cost of binders/artwork estimated ??

Detail	Approximate date/time	Facilitators	Costs where applicable
<p>Week 1: W/C 9 May 2011</p> <ul style="list-style-type: none"> Induction Event - 'Meet the Corporate Management Team' – Headed up by the Chief Executive this session will provided 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 The basics principles of York's Decision Making & Scrutiny function and how members can engage in the process also What to expect at Full Council and the Annual Meeting' Councillor Conduct & declarations of Interests  An introduction to ethical conduct and the rules regarding pre-determination and bias. The session will also explain how complaints against councillor behaviour are handled. 	<p>Tue 10 May 10am – 12.30pm repeated Wed 11 May 5.00pm-7.30pm</p> <p>Tue 10 May 2pm – 3.30pm repeated Wed 11 May 2pm – 3.30pm</p> <p>Tue 10 May 4pm – 5.30 repeated Wed 11 May 4pm – 5.30</p>	<p>Chief Exec/Directors and 2 Members</p> <p>Monitoring Officer/Democratic Services Manager</p> <p>Monitoring Officer</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>

Detail	Approx date/time	Facilitators	Costs where applicable
<p>Week 3: W/C 23 May 2011</p> <ul style="list-style-type: none"> IT Drop in sessions begin, navigating the Council's website, accessing agenda/minutes, forward plan, basic tutorial on outlook/email, updating your interests/gifts etc Looking after other peoples children - your role as a Corporate Parent  	<p>Various dates/times throughout May and June</p> <p>25 May 10am</p>	<p>Senior Member Support Officer</p> <p>Regional Dev Mgr</p>	<p>N/A</p> <p>N/A</p>
<p>Week 4: W/C 30 May 2011</p> <ul style="list-style-type: none"> Essential Planning – Councillor Workshop <i>(compulsory for members/prospective members on planning committees)</i>. Practical workshop taking a planning application through the development control process from start to finish, dealing with a range of typical issues which often occur such as tree preservation orders, listed building consent etc. Essential Gambling & Licensing Training <i>(Compulsory for all members/prospective members on Gambling & Licensing)</i>.  Looking after other peoples children -your role as a Corporate Parent  	<p>31 May 10am</p> <p>31 May 2pm</p> <p>2 June 5pm</p>	<p>Head of Dev Control/+ Legal</p> <p>Licensing Team</p> <p>Regional Dev Mgr</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>

Detail	Approx date/time	Facilitators	Costs where applicable
<p>Week 5: W/C 6 June 2011</p> <ul style="list-style-type: none"> • Dealing with the Media  • Essential Planning Training (Rpt) –  <i>(compulsory for members/prospective members on planning committees).</i> Practical workshop taking a planning application through the process from start to finish and dealing with various issues along the way • Making a Bigger Difference through Overview & Scrutiny  (invitations to this session will be extended to neighbouring authorities) • Personal Development Plans Commence and continue throughout June and early July for New Members and Members with new roles  	<p>6 June 2pm</p> <p>6 June 5pm</p> <p>8 June 5.00pm</p> <p>Various dates June/July</p>	<p>Marketing & Comms</p> <p>Dev Control + Legal</p> <p>External</p> <p>External Facilitator</p>	<p>N/A</p> <p>N/A</p> <p>£1275 + travel</p> <p>£95 for half a day £180 for a full day (no more than 5 a day – approximate cost for delivering 10 PDR's £310)</p>

Detail	Approx date/time	Facilitators	Costs where applicable
<p>Week 6: W/C 13 June 2011</p> <ul style="list-style-type: none"> Workshop - Councillors & Human Rights/Equalities A basic overview of the Human rights act and  An introduction to Local Government Finance - giving members a general overview of the the authority's funding sources, how it spends its money the budget process and how members can engage with it.  	<p>4pm</p> <p>5.30pm</p>	<p>Equality & Inc Manager</p> <p>Head of Finance</p>	<p>NIL</p> <p>NIL</p>
<p>Week 7: W/C 20 June 2011</p> <ul style="list-style-type: none"> Time Management & the Modern Ward Councillor (Workshop) - How to be a great Councillor without 'burn out'. Looks at prioritisation, planning and management systems to ensure that members stay on top of the challenge without sacrificing the 'ward/life balance' 		<p>External</p>	<p>£1,275 + travel</p>
<p>Week 8: W/C 27 June 2011</p> <ul style="list-style-type: none"> Workshop– Debating skills & speaking confidently in public  		<p>External</p>	<p>£650</p>
<p>Week 9: W/C 4 July 2011</p> <ul style="list-style-type: none"> Regional Induction Event hosted by York introduction to the regional structures in the morning, networking and brief heads up on big topics such as Localism Bill, Big Society etc 	<p>5 July (Prov) 9.30am-4pm</p>	<p>Local Government Yorks & Humber</p>	<p>Minimal but may need to contribute e.g. venue hire and/or refreshments</p>



Member Development Steering Group

16 March 2010

Report of the Assistant Director, Legal & Governance

Member Development Programme 2011/2012

Summary

1. The report sets out the draft proposed core programme of training and development for Members covering 2011/2012.

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. Members will have considered elsewhere on this agenda a second monitor of evaluation and take up relating to the Core Programme. Each annual Core Programme is based on information gained from these monitoring reports, direction evaluation of training provided, personal development plans, legal requirements, good practice and emerging needs identified by Corporate Management Team.

Annual Programme of Development Events 2011/2012

3. The draft Core Programme is one of the four key strategic elements of the Member Training and Development Policy agreed by Council in 2009. The proposed programme for 2011/12 is attached at Annex A to this report.
4. The Council has now achieved Member Development Charter Status from Local Government Improvement & Development and maintaining a robust policy and programme are clearly key to maintaining that status.
5. In May 2011, there are District Elections for all Council Wards. This year, therefore, there will be an additional dimension to training and development for Members. An induction programme for newly elected Members will complement the Core Development Programme. A separate item on this agenda presents the final draft of the induction programme.
6. The Core Programme has, as ever, 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. Wherever possible, trainer costs are being kept to a minimum by using in house knowledge and expertise. Where it is felt either by Members or Officers that external training or facilitation would provide a degree of authenticity or independence, then appropriate external trainers are recommended.

Additional Development Support and Opportunities

7. External Conferences/Events - The core programme is regularly supplemented with relevant external conferences/seminars. The newly established protocol for member attendance at external conferences and training is now in full operation and Members will be reminded of the existence of the protocol in the introductory pages to the new programme. The protocol has operated successfully to date and all relevant Directorates have now contributed half the funding to the costs of external seminars/conferences.
8. 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

9. Consultation on the Programme will take place, as usual, with Directors to establish any particular directorate or corporate needs which may arise for inclusion, where those needs have not already been addressed.

Options

10. (a) to approve the draft Core Programme as annexed;
(b) to suggest appropriate revisions to the draft Core Programme

Corporate Priorities

11. 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

12. The following implications have been considered:

- **Financial** – Any financial costs associated with the Core Programme 2011/2012 will be met from the existing budget available for Member Development for 2011/12. The majority of sessions within the programme are to be provided by internal staff expertise to keep costs to a minimum.

Provisional costs for the remaining sessions proposed for by external providers are shown below and include a new addition to the programme, 21st Century Councillor & Social Media which could possibly be provided in-house, however provisional external costs are given for the time being for this session.

In-line with previous years the Leadership Centre's Leadership Academy Programme has been included in the draft programme, however, members may wish to consider the potential impact on the budget should the course remain in the programme for 2011/12

Event/Activity	Approximate Cost
Personal Development Reviews (based on 10 members)	£310
21 st Century Cllr and Social Media (in-house?/external?)	£500
Making a bigger difference through Overview & Scrutiny	£1,275
Time Management & The Modern Councillor	£1,275
Debating Skills & Speaking Confidently	£650
Equal People Theatre Workshop	£500
Leadership Academy x 2 places	£3000
Total	£7,510

- **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.
- **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 Core 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 core programme, then this Group would fail to meet the requirements of the Member Training and Development Policy approved by Council, which was a significant element in the recently achieved Member Development Charter.

Recommendation

13. It is recommended that Member's approve the draft Core Programme for 2011/12, as revised or not.

Reason

14. To enable arrangements for the delivery of planned events for 2011/2012 to commence.

Contact Details

Author:

Amanda Oxley
Senior Member Support Officer

Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director, Legal & Governance

Dawn Steel
Democratic Services Manager

Report Approved

Date 9 March 2011

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers: None.

Annexes:

Annex A – Core Programme 2011/12

Draft Member Training & Development Programme 2011/2012

Personal Development

Personal Development Reviews

These will take place between June and September 2011 in the Members Lounge.

PDR's are essential for all newly elected members and those members taking on new roles.

The PDR is a relaxed discussion taking roughly an hour. Our external consultant will discuss with you your work history, political background, current roles and future aspirations. The session will be structured around the Councils Member Role Profiles supported by the I&DeA's Political Skills Framework.

At the end of the PDR, you will be able to agree your priorities for action for the next 12 months. These will be drawn up into a personal development plan and your development needs will then be matched according to your learning preferences.

Members will be entitled to attend 1 external training opportunity/conference per year as set out in the agreed Protocol included in the Member Training & Development Policy. At the end of the PDP process it is common for some key themes to emerge as possible topics for future in-house development events. These will be considered by the Member Development Steering Group for inclusion in the next programme of planned development events.

If you would like to arrange a PDR (see available dates at top of page) please contact Amanda Oxley on ext 2054. You will receive an email response giving you a suggested date and time for your PDR together with any supporting information you will need as part of the process

Standards & Protocols

Conduct & Interests - Delivered by: Andrew Docherty

Aim: To introduce members, co-optees and Parish Councillors to the main elements of the code in particular, the rules regarding pre-determination and bias and other related issues. Members will also learn about the system for dealing with complaints against councillors.

Outcome: By the end of the session members will have an up to date knowledge of the rules they must follow when participating in decision making

Corporate Strategy: Working towards our aim of
Being an Effective Organisation

Dealing with the Media - Delivered by Marketing & Communications

Members will be taken through the main elements of the protocol in place for dealing with the press & media.

The Ward Councillor

Knowing Your Neighbourhood

Delivered by: Neighbourhood Management

Aim: The workshops will give Members an insight into

- The Ward Committee processes including the importance of the constitution, participatory budgeting and ward newsletters.
- The role of the Neighbourhood Management Unit, how we provide members with support, engage and involve residents in CYC decisions and the neighbourhood management model.
- The importance of cohesion and the vital role members play in ensuring good community relations

Looking After Other People's Children - Delivered by: Jeannie Freeman Regional Development Manager Safeguarding Children and Corporate Parenting

It is important that ownership of corporate parenting is shared by **all** elected members, council departments and partner agencies. Come and hear what you as a ward councillor can do to improve outcomes for our looked

after children, not just from officers, but from some of the young people themselves. There will be an opportunity to do a quiz and test your knowledge and supporting materials will be provided for you to keep. There will also be a short DVD highlighting recent research findings from York made by looked after young people.

Aim: To assist members in understanding their corporate parenting responsibilities for looked after children and care-leavers, in collaboration with key partners

Outcome: By the end of the session members will understand the law and policy relating to corporate parenting whilst having a broader understanding of current achievements and deficits within the Authority's area.

Corporate Strategy: Working towards our aim of Being a Healthy City

A Members Guide to Welfare& Benefits – Delivered by CYC Welfare Benefits Team

Do you want to know more about what benefits are available to those within your ward? Do you occasionally make decisions concerning low income families or those in receipt of benefits? If the answer is yes then this short session is for you.

Aim: To give members a brief overview of the range of welfare benefits currently available and the criteria for qualification.

Outcome: By the end of the session members will be more informed with regard to the welfare and benefits which can be claimed by individuals and families within their ward .

Understanding Local Economic Assessments

Delivered By: Roger Ranson & York & North Yorkshire Partnership and Regional Development Agency

Section 69 of the Local Democracy, Economic Development and Construction (LDEDC) Act places a new duty on local authorities to prepare an assessment of local economic conditions.

Aim: To help members understand the concept of Local Area Assessments and the importance of working together to tackle economic challenges through multi-area agreements and other sub-regional partnerships.

Outcome: By the end of the session members will have gained an understanding of the legislative context for the new duty and the broad principles that should underpin local economic assessments. Members will be able to use their experience and knowledge of their local areas in deciding how best to take forward this important work for their communities.

Corporate Strategy: Working towards our aim of being a Thriving City

The 21st Century Councillor Social Media – What's it all about?

Delivered by: Possibly in-house otherwise External Provider

Ever wanted to find out what your communities are talking about on-line?

Not enough hours in the day to deliver all those leaflets in your ward?

Do you wish there was another way to get your message across to local people and the press?

Are you wondering if you should care about all this 'Social media stuff'?

Aim: Come and hear from those who are already using it and they will show you just how social media tools can be used to:

- Support your leadership roles
- Add to your traditional methods of engaging with your citizens
- Create a space for community conversation
- Keep a finger on the pulse of local needs
- Campaign for political office and on important issues

Find out how to:

- Generate and cultivate an interest in social media
- Find out about some of the social networking tools available (what's a blog? What's Twitter
- What's Facebook?)
- Hear, straight from the mouths of other councillors, how the social networking tools are being used as part of their roles
- Plan what happens next...

What this session will not be...

- Officers telling Councillors what they should be doing
- An attempt to turn Councillors into geeks
- In any way 'techy' or a 'training session'!

Effective Working with Young People - Delivered by: CYC Voice & Influence Co-ordinator

To link up Councillors with members of the York's Youth Council and representatives from the UK Youth Parliament and to find out how as a Ward Councillor they can ensure young people's voices are involved in shaping service provision in local decision-making and shape the services that affect them.

Quasi- Judicial

Interactive Workshop - Councillors and Planning

Delivered by – Development Control/Legal Services

Aim: This practical workshop will take a planning application through the process from start to finish, dealing with a number of typical issues along the way

Essential Planning Training

(Compulsory Annual Refresher for members on planning)

Delivered by Development Control

Aim : To ensure all our Planning Members have received up to date training to ensure the decisions they take are well informed and lawful.

Outcome: By the end of the session members will be confident that their planning skills are relevant to the decisions they will determine in the coming 12 months.

Corporate Strategy: Working towards our aim of Being an Effective Organisation as well as a Thriving and Sustainable City

Autumn and Spring Planning Briefings

Delivered by – CYC Development Control

Aim: To take members through occasional topical issues or changes to working practices, policy or law and to give members the opportunity to raise any queries they have with regard to development control and the planning decision making and appeals process.

Outcome: By the end of the session members will be confident that the decisions they are taking are well informed and in line with current policy etc

Corporate Strategy: Working towards our aim of being an Effective Organisation as well as a Thriving and Sustainable City

Essential Licensing Training

Delivered by: CYC Licensing Team

Aim: To take members through the key aspects of the Licensing Act as it applies to licensing decisions. The course focuses on the way in which councillors should participate in meetings and arrive at decisions, as well as on the legislation itself.

Overview & Scrutiny

'The Effective Scrutiny Chair' - Delivered by – David McGrath Link Support Services UK

Venue: Kirklees MBC (funded by the region)

Target audience: All Current or prospective chairs of Scrutiny

Aim: To demonstrate how to chair effective scrutiny meetings and community consultation meetings. This highly interactive session uses templates which allows delegates produce a personal action plan

Making a bigger difference through Overview & Scrutiny

Delivered by – External Trainer

Wednesday 8 June 5pm – 8.30pm

Target Audience – All Members, this session equally relevant to new members and experienced scrutineers alike and we will be extending the invitation to other

This workshop will look at practical strategies for members to deliver community benefit and improved services through overview and scrutiny. A lively and interactive session full of practical tips, tools and techniques led by.

Aim:

- The characteristics of 'efficient and effective scrutiny' - an approach which seeks to make a bigger difference benefiting the Council and our communities
- Why Executive members, officers and Partners should 'buy in' to an ambitious 'making a difference' approach to O&S - and how stakeholders could benefit
- How change can be effected using techniques like the 'one page strategy' to project plan a review
- How O&S can be linked to the business transformation challenges facing York Council
- Your next steps to 'raise the Bar in O&S

Effective Skills Training

Time Management & The Modern Ward Councillor – Workshop

Delivered by: External Trainer

Aim: To equip councillors with the skills to be a great councillor without ‘burn out’ Members will learn how to prioritise plan and manage systems to ensure that they stay on top of the challenge without sacrificing the ‘ward/life balance’

IT Drop in Sessions

Delivered by Senior Member Support Officer

May to July - every Wednesday afternoon from 2.30pm –5.00pm

Taking members through the basics including:

- Navigating the Councils website
- Accessing agenda, minutes the forward plan
- Basic tutorials in dealing with email, creating word documents etc
- Updating your register of interests on-line

Debating Skills & Speaking Confidently in Public

Delivered by: External Trainer

Target audience: All Members

Aims This session will help members not only learn how to prepare for debate, but how to adapt and edit their speeches as the debate progresses. The workshop will guide debaters through their speeches whether they perform the role of Mover or Negative speaker. By the end of the workshop members will enter into a mock debate; giving all the chance to test-drive their newly acquired skills.

Outcomes: .

- Know the roles and responsibilities of the Mover, Secunder and Negative Speaker;
- Understand how to organise flashcards;
- Be aware of the various types of argument that exist;
- Understand how to support arguments to maximise their influence;
- Look to refute opponents arguments, and do so cogently;
- Adopt a good stance and create a sense of authority;
- Manage their nerves whilst keeping focused.

Corporate Strategy: Working towards our aim of being an Effective Organisation

The Leadership Academy & Next Generation Leadership

Delivered by: External Course

The Leadership Academy (maximum of 2 places)

Target Audience : Aimed at leading members including, leaders of councils, leaders of political groups, executive and scrutiny members, portfolio holders, scrutiny chairs and opposition spokes persons.

The Leadership Academy is a cross party residential course aimed at developing an individuals leadership style, giving them confidence and creating a support network among peers in other councils and parties. The Leadership Academy is a residential course and consists of 3 modules of two days each during a period of three months. An optional fourth module takes place at a time agreed by course participants.

Next Generation Leadership Limited places – successful applicants are generally notified in the Autumn)

Delivered by: External Course

Target Audience : High flying councillors destined to be leaders of the future.

Unlike the cross party Leadership Academy, the Next Generation Leadership Course is run on a party by party basis, so members are only interacting/networking with members of their own political party.

The programme covers policy and strategy, community leadership, political management and personal skill development and is aimed at committed councillors who have already demonstrated skills and leadership at local level and have the capacity to develop politically.

Equality & Diversity

'Equal People' Theatre Workshop - Delivered by – External Charitable Organisation

“Because I have a learning disability people don't always listen to me or take me seriously. Through presenting our experiences to audiences across the UK, we get our powerful message across in a way that makes people sit up and listen”

Talkback Diversity are a group of actors with disabilities who live in Harrogate and since they formed in February 2007 have delivered over 20 performances to health and social care professionals, public sector organisations and to people with a learning disability. Their performances are offer a lively form of training which are interactive, thought provoking, powerful and fun.

Aim : To raise member awareness of equality and diversity within the Council and it's services.

Outcome: By the end of the session delegates will have a clearer understanding of the issues facing those with disabilities.

Corporate Strategy: Working towards our aim of being an Inclusive City

Human Rights & Equalities Workshop

Delivered by – CYC Equalities Team in conjunction with Dickinson Dees Solicitors

Aim: to raise members awareness of the increase in legal action being brought against public bodies under equality and human rights legislation and to assist members in understanding the duties they have to meet under both equality as well as human rights legislation

Networking and information Event - York's Ageing Population

Delivered by – CYV Adult Social Services Team & Partners

Aim: to raise awareness of what the Council and its Partners has in place to deal with the elderly and to highlight how the public can access the services available.

Corporate Matters

'Budget Overview' - Delivered by: CYC Finance Team

Target audience: All Members wishing to have a good level of understanding of the forthcoming budget

Aim: To take members through the Authority's budget setting process and to break down the key elements of this years budget

Outcome: By the end of the session members will have an increased understanding of the Authority's spending, and the pressures the Authority faces as part of this years budget setting process.

Corporate Strategy: Working towards our aim of Being a n Effective Organisation

'Statement of Accounts' - Delivered by: CYC Finance Team

Target audience: Audit & Governance Members

Aim: To raise Members awareness of their requirement to scrutinise the Statement of Accounts and to equip them with the necessary skills to do so.

Outcome: By the end of the session members will have gained an overall understanding of the Statement of Accounts and be able to scrutinise the Statement of Accounts at Audit & Governance Committee when the occasion arises.

Corporate Strategy: Working towards our aim of being an effective organisation

Members and Risk Management - Delivered by: The Head of Financial Procedures

Target audience - All members

Making informed and effective strategic decisions is an important part of an elected members role and internal inspectorates are increasingly looking for evidence that members and officers consider threats and opportunities when making decisions. This interesting and interactive awareness session delivers key messages and explores the benefits of risk-based decision making.

Aim of the session: CYC members are trained appropriately to allow them to consider threats and opportunities when making decisions.

Outcome: By the end of the session members will have increased confidence in considering the threats and opportunities relating to the decisions they take.

Corporate Strategy: Working towards our aim of being an effective organisation

E-Learning and Self Learning Options

In addition to the courses provided in the programme there will be information on the following alternative learning courses etc;

- YorOK Child Protection & Disability on-line courses
- European Computer Drivers Licence (ECDL)
- North Yorkshire County Council 'Learning Zone' on-line courses
- Access to The Leadership Centre Workbooks for Councillors
- DVD's, reading material and learning websites



Member Development Steering Group

16 March 2011

Report of the Assistant Director Legal, Governance & ITT

Second Monitor of Member Training and Development

Summary

1. This report informs Members of the take up to date at events offered in the second half of 2010/2011 through the Core Programme, together with a summary of feedback received. This information has helped inform the final draft of the Core Programme (see separate report on agenda for this meeting) to be offered to Members during 2011/12.

Background

2. The Council has put in place effective systems for recording the data it holds in respect of development activities offered to members and, under the agreed Member Development & Training Policy, this Steering Group has a monitoring role in relation to take up of events and to analyzing the relative success of activities undertaken. As indicated above, the information established from monitoring is used to inform subsequent Core Programmes and to ensure a consistent level of commitment to Member development.

Monitoring of Take-Up of Training & Development

3. In January of 2009 Council introduced an annual minimum requirement relating to the number of development activities Executive/Non Executive members should attend. Council agreed that Executive members should attend a minimum of 12 development sessions and Non-Executive Members a minimum of 8 sessions during the course of a year;
4. Details of Members' attendance levels at all events offered and activities undertaken in the second half of 2010/2011, as covered under the Councils' agreed standards, are set out in Annex A to this report;

Analysing Take-Up

5. The take up figures shown in Annex A reflect member engagement with a wide spectrum of development opportunities including events offered in the

core programme, external seminars, topical briefings and in addition training offered by partner organisations such as the Police and Fire Authorities. Members are encouraged to notify Member Support of any qualifying events they have attended throughout the year which will impact on their personal targets.

6. Annex A shows that:

- 17 Non Exec Members have achieved the minimum target of 8 qualifying 'sessions' to date and 11 of those have exceeded the target
- 4 Executive Members have achieved the minimum target of 12 qualifying 'sessions' to date
- All Executive Members have undertaken at least 4 qualifying events or activities to date;
- 6 Non-Executive Members have yet to undertake any qualifying events or activities so far this year;

7. In accordance with the Steering Groups role, Members may wish to consider how they will encourage Members within their Groups who have not attended any qualifying events or activities to take advantage of the remaining opportunities on offer between now and the end of May 2011. In accordance with previous years, the figures for 2010/11 will be reported to July Council.

Evaluating the Core Programme (including in year additions)

8. In addition to the monitoring of take up at development events another key aspect to measuring the success and effectiveness of the development sessions on offer is measured through feedback received from attendees.
9. Details of feedback received between November and end of February 2011 relating to development activities included in the core programme are summarised in Annex B.

Summary of Feedback

10. Unfortunately due to the heavy and unexpected snowfall on the day, the tour of York college was only attended by two Councillors. Originally 8 members had registered to take the guided tour of the college which gave an opportunity to chat with students and staff and the concluded with members being served lunch by students in the Ashfields restaurant. Despite the low turnout, the members who did take part said the tour was excellent and would recommend the visit to other councillors.

11. In early February members were invited to attend a fascinating presentation on York's bid for World Heritage Status which included details of York's

submission, the application process and timetable. Members enjoyed the informal nature of the presentation and commented on the outstanding work and dedication of all those involved in the bid. The opportunity to handle the treasures on display and chat to the experts about the various finds, made this event probably one of the most enjoyable of this year's programme.

12. In early March members attended a choice of two sessions which focussed on the review currently being undertaken by the authority regarding the needs and aspirations of the City's ageing population. Despite a fairly low level of attendance with only 8 members taking part, feedback on the value of the sessions was extremely positive.

13. It is anticipated that two sessions will be taken forward from this period of feedback for inclusion in the forthcoming Annual Programme. The first, an information sharing event encouraging more councillors to engage with the agenda around the Ageing Population. The suggested format will allow members the opportunity to see a number of brief presentations including some from partner organisations involved in Adult Social Care. There will also be a number of information stands and the opportunity for members to network and discuss any particular topics of interest to them.

14. The second event to be taken forward will be a repeat of the Local Economic Assessments session, held at the end of February which received very positive feedback from those who took part. It is anticipated that repeating this event in the Autumn will perhaps attract wider participation with the aim of help members use the experience and knowledge of their local area to decide how best to take forward the economic challenges faced by their communities

Options

15. (a) To refer the findings of this report to Standards Committee as part of the ongoing commitment under the existing member development policy to evaluate the success of the programme.

(b) To make any comments to Standards Committee for consideration prior to referral of the report.

Corporate Priorities

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

Implications

17. There are no known financial, HR, legal or other implications associated with the contents of this report.

Risk Management

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

Recommendation

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

Reason

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

Contact Details

Author:

Amanda Oxley
Senior Member Support Officer

Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director Legal, Governance & ITT

Dawn Steel
Democratic Services Manager

Report Approved Date 17/11/10

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

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

Training and Development Activity 17 Nov 2010 – 7 March 2011

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

COUNCILLOR	Annual Target	Year to date	May 2011 Target
ALEXANDER	8	8	0
ASPDEN	8	4	4
AYRE	12	4	8
BOYCE	8	9	1*
BOWGETT	8	1	7
BROOKS	8	9	1*
CREGAN	8	0	8
CRISP	8	8	0
D'AGORNE	8	4	4
DOUGLAS	8	3	5
FIRTH	8	5	3
FRASER	8	6	2
FUNNELL	8	8	0
GALLOWAY S	8	1	Not applicable for LM
GALLOWAY S F	12	5	7
GALVIN	8	16	8*
GILLIES	8	15	7*
GUNNELL	8	10	2*
HEALEY	8	8	0
HOBAN	8	2	6
HOGG	8	0	8
HOLVEY	8	0	8
HORTON	8	11	3*
HUDSON	8	4	4
HYMAN	8	12	4*
JAMIESON-BALL	8	0	8
KING	8	2	6
KIRK	8	0	8
LOOKER	8	7	1
MERRETT	8	12	4*
MOORE	12	20	8*
MORLEY	12	18	6*
ORRELL	8	6	2
POTTER	8	16	8*
REID	12	11	1
RUNCIMAN	12	15	3*
SCOTT	8	0	8
SIMPSON-LAING	8	8	0
SUNDERLAND	8	1	7
TAYLOR	8	8	0
VASSIE	8	1	7
WALLER	12	13	1*
WATSON B	8	9	1*
WATSON R	8	3	5
WATT	8	6	2
WAUDBY	8	3	5
WISEMAN	8	13	5*

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Evaluation of Member Training from December 2010 - March 2011

	Not Stated	Unsatisfactory	Poor	Satisfactory	Good	Excellent
How well did the course meet your objectives				14	57	29
Was training aimed at the right level					57	43
Rate the style and delivery of the presentation					71	29
Rate the quality and content of handouts				14	71	15
How much did your knowledge increase				14	71	15
General organisation					100	

	City of Culture	Supporting the Economy/Thriving City	Environmental Impact/Sustainable City	Healthy City	Inclusive City	All	Safer City
Which of the Council's Strategic Aims and Objections did attendees this session supported.	14%	14%	14%	71%	57%	14%	14%

General Comments:**Ageing Well**

8 Members attended

Very Helpful, good to know it's best looked at strategically

Useful, thought provoking, worth attending

Interesting insight into what the Council is doing in preparation for an increasing aged population

Lots of new Information, with help in how to access it

Tour of York College

2 Members attended

Pity about the inclement weather as there were only 2 of us in the end but we were made to feel very welcome and the tour was excellent, would recommend to others

World Heritage

7 Members attended

A really interesting presentation and I now fully understand the unusual angle on which York's bid is based
A good insight - particularly enjoyed being able to handle the artefacts

Local Economic assessments

3 Members attended

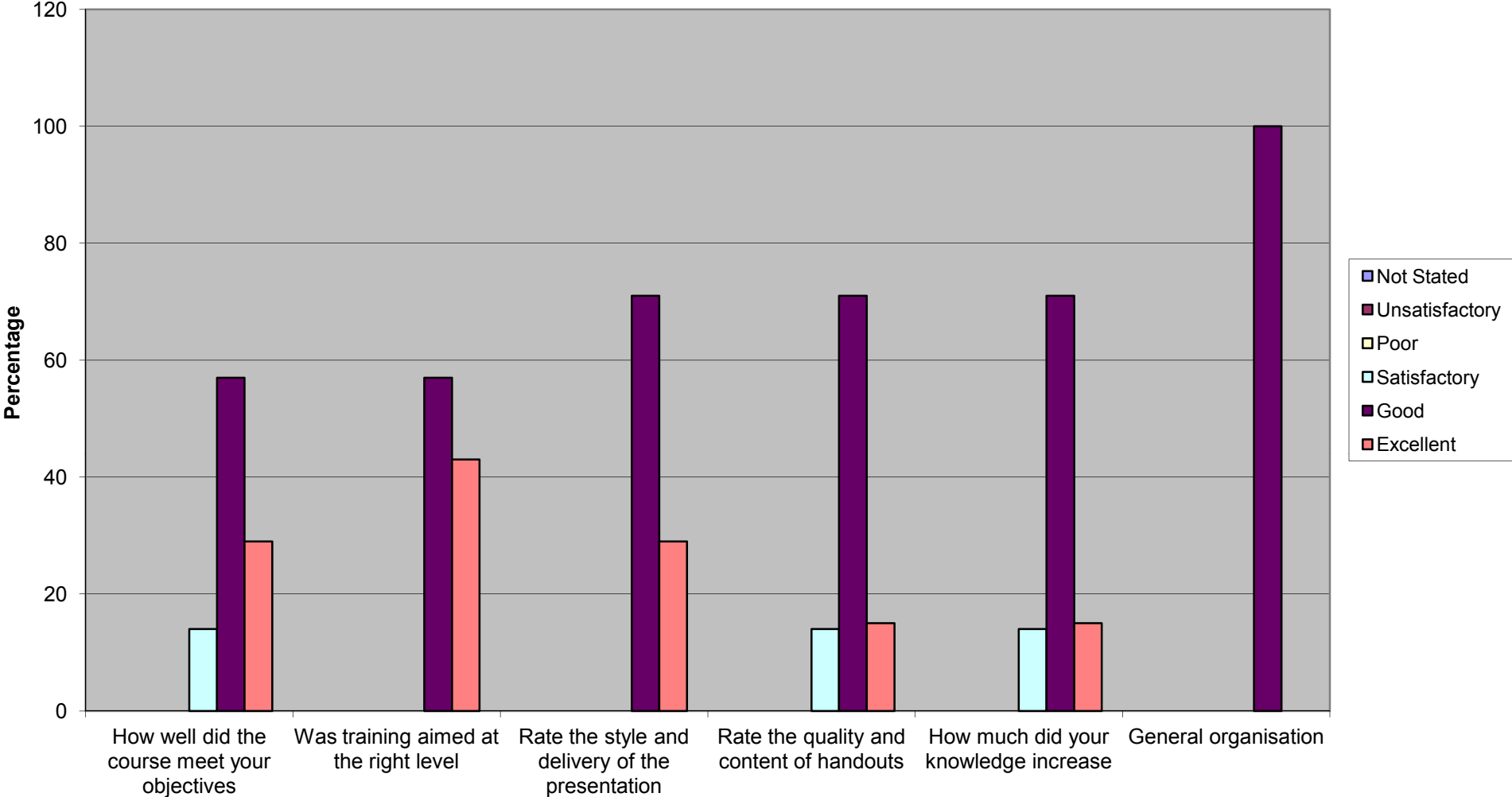
Well presented, delivered just the facts, exactly how training should be
Good session and delivery

Office 2007 Training

10 Members attended.

It was excellent
Good training - I don't have an excuse for not putting it into action straight away
Found it very worthwhile
Seemed to be OK but now we need to be migrated
It was helpful and clear, but we need to get the systems loaded or we will forget everything we learned
Very useful

Evaluation of Member Training from December 2010-March 2011



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