

**Notice of a public meeting of
Member Support Steering Group**

To: Councillors Douglas (Chair), Barnes, Cunningham-Cross, Runciman (Vice-Chair) and Wiseman

Date: Thursday, 29 November 2012

Time: 5.00 pm

Venue: The Guildhall, York.

AGENDA

1. Declarations of Interest

At this point in the meeting, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. Minutes

(Pages 3 - 8)

To approve and sign the minutes of the last meeting held on 13 September 2012.

3. Public Participation

At this pointing the meeting, members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Committee's remit can do so. The deadline for registering is **5:00pm on Wednesday 28th November 2012.**

4. **Annual Budget Monitor** (Pages 9 - 14)
This report details the current level of spend against the Member Training & Development Budget for 2012/13.
5. **Outcomes from the Member Training and Development Focus Groups.** (Pages 15 - 22)
This report sets out the outcomes from the recently undertaken Member Training & Development focus groups. Members are asked to comment on the outcomes, which are summarised in Annex A to this report.
6. **Leadership Academy Report.** (Pages 23 - 32)
At their last meeting in September 2012 Steering Group Members asked officers to research what was on offer at the Leadership Academy. This report provides Members with further information.
7. **Outcomes of the the Trial of 360 Reviews - Verbal Update.**
Officers will provide the Steering Group with a verbal update on the recent trial of 360
8. **Work Plan.** (Pages 33 - 34)
Members are asked to consider the Work Plan for the Member Support Steering Group.

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

About City of York Council Meetings

Would you like to speak at this meeting?

If you would, you will need to:

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

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

Further information about what's being discussed at this meeting

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

Access Arrangements

We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

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

Every effort will also be made to make information available in another language, either by providing translated information or an

interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

যদি যথেষ্ট আগে থেকে জানানো হয় তাহলে অন্য কোন ভাষাতে তথ্য জানানোর জন্য সব ধরনের চেষ্টা করা হবে, এর জন্য দরকার হলে তথ্য অনুবাদ করে দেয়া হবে অথবা একজন দোভাষী সরবরাহ করা হবে। টেলিফোন নম্বর (01904) 551 550।

Yeteri kadar önceden haber verilmesi koşuluyla, bilgilerin terümesini hazırlatmak ya da bir tercüman bulmak için mümkün olan herşey yapılacaktır. Tel: (01904) 551 550

我們竭力使提供的資訊備有不同語言版本，在有充足時間提前通知的情況下會安排筆譯或口譯服務。電話 (01904) 551 550。

اگر مناسب وقت سے اطلاع دی جاتی ہے تو ہم معلومات کا ترجمہ میا کرنے کی پوری کوشش کریں گے۔ ٹیلی فون (01904) 551 550

Informacja może być dostępna w tłumaczeniu, jeśli dostaniemy zapotrzebowanie z wystarczającym wyprzedzeniem. Tel: (01904) 551 550

Holding the Cabinet to Account

The majority of councillors are not appointed to the Cabinet (39 out of 47). Any 3 non-Cabinet councillors can 'call-in' an item of business following a Cabinet meeting or publication of a Cabinet Member decision. A specially convened Corporate and Scrutiny Management Committee (CSMC) will then make its recommendations to the next scheduled Cabinet meeting, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

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

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

Who Gets Agenda and Reports for our Meetings?

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- York Explore Library and the Press receive copies of **all** public agenda/reports;
- All public agenda/reports can also be accessed online at other public libraries using this link

<http://democracy.york.gov.uk/ieDocHome.aspx?bcr=1>

City of York Council

Committee Minutes

MEETING	MEMBER SUPPORT STEERING GROUP
DATE	13 SEPTEMBER 2012
PRESENT	COUNCILLORS DOUGLAS (CHAIR), BARNES, CUNNINGHAM-CROSS, RUNCIMAN (VICE-CHAIR) AND WISEMAN

8. DECLARATIONS OF INTEREST

At this point in the meeting, Members were asked to declare any personal, prejudicial or disclosable pecuniary interests they might have in the business on the agenda. None were declared.

9. MINUTES

RESOLVED: That the minutes of the last meeting held on 19 July 2012 be approved and signed by the Chair as a correct record.

10. PUBLIC PARTICIPATION

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

11. LOCAL DEMOCRACY WEEK EVENTS

Members considered a report which summarised the events and activities planned for Local Democracy Week between 15th and 21st October.

Officers provided an update and advised that events planned so far were as follows:

- Meet the Lord Mayor/Mock Council Budget Meeting for Primary School children.
- Youth Council Activities.

- Members becoming involved in York Stories which aims to encourage people to tell and share stories that are personal and unique to York.
- A talk by York Archaeological Trust on the Guildhall Yard Excavations.
- A Question Time event involving Members and Students from York University.
- Mansion House Tours will be running throughout the week.

Members suggested that York St John University should be invited to attend the Members question time and that Officers should perhaps consider another event for adults.

RESOLVED: That Members noted the proposals for Local Democracy Week and commented as above.

REASON: In order to comply with the requirements of the former I&DeA Charter and to promote engagement in and understanding of democratic activity in the year of York 800.

12. FIRST MONITOR OF TAKE UP AND EVALUATION

Members considered a report which informed them of the take up of training events offered to date, a summary of the feedback received and analysis of the take up.

Officers advised that the figures in the report reflected that it was still fairly early in the municipal year and there were still other training and development sessions to come. It was acknowledged that some Members reported external training attendances to Democratic Services and others didn't. By the end of the municipal year, it was envisaged that most Members would attain their targets.

Officers reminded Members of the discussions that had taken place at a previous meeting surrounding the Leadership Academies. Officers agreed to research what is on offer and bring an update back to the committee for further discussion on the criteria for attendance and the cost.

- RESOLVED:
- (i) That Members noted the report.
 - (ii) That Officer research what sessions were available through the Leadership Academies and report back to the Committee.¹

- REASON:
- (i) In order to comply with the monitoring arrangements set out in the Support Group's Terms of Reference as approved by Council.
 - (ii) To provide the Member Support Steering Group with further information on Leadership Academies.

Action Required

1. Research Leadership Academy training courses.

TW

13. DISCUSSION ITEM - BARRIERS AND DIFFICULTIES FACED BY COUNCILLORS IN CARRYING OUT THEIR ROLE

Members participated in a discussion on the barriers and difficulties faced by Councillors in carrying out their roles.

The following comments were made:

- Having enough time is the main problem for many Councillors.
- The early evening timing of meetings and training courses are problematic especially if Councillors work outside of York.
- The scheduling of meetings often means that some weeks Councillors have too many meetings and other weeks, no meetings.
- The diverse age range and external commitments of Councillors means that a solution to the timing of meetings will never be found.
- A central diary that contains the Neighbourhood Management Unit dates and Council meeting dates would assist Members in managing their diaries.

Members commented that it would be useful to have the Head of Neighbourhood Management, the Assistant Director of Customer & Business Support Services and the Assistant Director for Communities, Culture and Public Realm attend a future meeting to discuss community contracts and the handling of members enquiries.

RESOLVED: That Officers invite the Head of Neighbourhood Management and The Assistant Director for Communities, Culture and Public Realm to a future meeting.

REASON: To discuss concerns Members have surrounding working in their Ward.

14. TRIAL PERIOD OF 360 REVIEWS - VERBAL UPDATE

Members received a verbal update on the Trial Period of the 360 Reviews discussed at the previous meeting.

Officers advised that they had sourced a provider and required 3 Members to volunteer to take part in the free trial.

Councillors Barnes, Douglas and Wiseman agreed to participate.

RESOLVED: That the above mentioned Members agreed to take part in the trial of 360 Reviews.²

REASON: To identify a suitable personal review system for City of York Members.

Action Required

2. Arrange trial of 360 Review.

TW

15. WORK PLAN

Members considered the work plan for the Committee to March 2013.

Officers advised that the review of the budget share allocated to the political groups for external events could be incorporated into the Annual Budget Monitor report at the November meeting.

Following discussions at this meeting, an update on the Leadership Academy courses either verbal or as part of the six monthly update on Training would be brought to the November meetings and dealing with Members enquiries.

Members had also requested that the Head of Neighbourhood Management be invited to the January meeting along with the Assistant Director for Communities Culture and Public Realm to discuss issues surrounding Ward Meetings.

RESOLVED: That the work plan and amendments detailed above be noted.³

REASON: In order to provide the Steering Group with a work programme for future meetings.

Action Required

3. Work Plan be amended to reflect additions/changes discussed.

TW

Councillor Douglas, Chair

[The meeting started at 5.00 pm and finished at 6.20 pm].

This page is intentionally left blank



Member Support Steering Group**29 November 2012**

Report of the Assistant Director, Governance & ICT

Member Training & Development Budget**Summary**

1. This report details the current level of spend against the Member Training & Development Budget for 2012/13.

Background

2. The budget for training and developing Members this year has remained at £13k.
3. The Steering Group guides and oversees the provision of training to Members and, as part of its remit, receives regular monitoring updates on spend against the allocated budget. The Groups approval is sought every year to the Core Annual Training Programme to be provided. In March this year, the then Members of the Steering Group approved the full core programme and provision for 2012/13.

What Does the Budget Cover

4. The budget covers agreed costs for the following:
 - Personal development reviews (PDRs)(currently under review)
 - Activities/events organised as part of the Core Annual Programme
 - Any venues hired in connection with the programme
 - Activities authorised by Groups from their allocated 'pots'
 - Travel/subsistence costs per Member associated with any authorised training provision
5. It should be noted that there has been no spend this year on PDRs for Members because this Steering Group has commissioned a review of the Member PDR process, to ensure

not only value for money but that the process this Council uses is best suited to the requirements of its Members.

- 6 This Steering Group has set a practice of keeping external trainers to an absolute minimum, both to better manage the budget and in recognition of the skills and knowledge available within the Council. The Steering Group also promotes, where appropriate, the use of on-line learning tools, because these can be both more convenient individually and of course, reduce travel costs. This year there have been 2 external trainers used to provide specialist training in the Core Programme (e.g. licensing) and one external guest key note speaker. This latter being Sir Stuart Etherington, Chief Executive of the National Council for Voluntary Organisations.
7. Annex A shows detailed expenditure to date against the budget. In total, so far approximately £2k has been spent and includes the majority of the items mentioned in paragraphs 4-6 above. There is a further anticipated approximate cost to add of around £1,800. At the time of producing this report, no further major areas of training are planned for Members under the Core Training & Development Programme for the remainder of the Municipal Year.
8. One fundamental difference this year has been the allocation of the following provisional 'pots' from the overall budget to the Groups to support Member attendance at external training activities (outside of the Core Programme), where considered appropriate by each Group:

Group	Allocation	Unspent
Labour	£2,650	£1,155
Conservative	£1,060	£890
Liberal Democrat	£848	£806
Greens	£212	£212
Independent (Cllr Warters)	£106	£106 – returned
Independent (Cllr Jefferies)	£106	£106

9. Annex A also includes the above costs, where these have already been processed and the projected additional amount of spend in paragraph 7 above, includes known commitments by the Groups. However, if all the Groups and Councillor Jefferies, as an Independent Member, decide to spend their remaining allocation

on external activities (outside of the Core Programme provided), then a further amount of £3,169 could potentially be added to the budget costs for 12/13. This could bring the approximate total spend on the overall Member Training & Development budget to £6,969 by the end of the current financial year. It is, however, unlikely, that this level of spend will occur.

10. In any event, spend will remain at a significant level under budget, due to the consistent approaches adopted by the Steering Group in minimising the use of external trainers, sharing training with other regional authorities and offering on-line learning.
11. The decision, this year, to allocate 'pots' to the Groups for external, non Core Programme, activities, may also have had an interesting impact on current levels of spend. It is possible that giving Groups the responsibility for collectively managing their contribution to budget spend has contributed to a more strategic approach emerging. The Steering Group is asked to consider whether allocating 'pots' to Groups in this way is an approach it wishes to adopt for the next Municipal Year 13/14. Although, the Group may equally prefer to leave this consideration until Council has set its overall budget for 13/14 and beyond.
12. It is becoming clear that the Council can provide a managed Core Training Programme for Members well within current budget allocation and the Steering Group will learn, at a future meeting early in the New Year, about a collaboration between the Council and the University of York which has the potential to further hone and shape the way we provide learning and development to Members.

Consultation

13. This Steering Group is the Member consultative body on Member training and development related issues. No specific consultation is required on this report which is for the Steering Group's monitoring requirements.

Options

14. This is a monitoring report, largely for information only, although the Steering Group's comments are sought on whether the Group pot allocation set out above in paragraph 8 should continue for the financial year 13/14

Council Plan 2011-15

15. Providing training and development to its Members demonstrates the Council's commitment to well trained and knowledgeable Members, in turn, making informed decisions relating to the new key priorities set out in the Council Plan.

Implications

16. There are no direct implications associated with this report, other than simply reporting the current costs of the provision of Member training and development during 2012/13, which are contained within budget .

Risk Management

17. Regular monitoring against spend on the Member training and development budget by the Steering Group and Officers, ensures and eliminates any risk of any overspends in relation to the budget.

Recommendation:

18. Members are asked to:
 - (i) note the budgetary position is on target to be well within budget at the end of the financial year; and
 - (ii) consider whether 'Group pots' should be provided in 13/14 from within the overall budget for Member Training and Development.

Reason:

19. To enable the budget to be appropriately monitored during year.

Contact Details

Author: Dawn Steel
Chief Officer Responsible for the report: Andrew Docherty

Head of Civic & Democratic Services
Assistant Director, Governance & ICT

**Report
Approved**



Date 21 Nov 2012

Specialist Implications Officer(s)

None

Wards Affected:

All



For further information please contact the author of the report

Background Papers: None.

Annexes:

Annex A – Current budget spend (to follow).

This page is intentionally left blank



Member Support Steering Group**29 November 2012**

Report of the Assistant Director Governance & ICT

Outcomes from the Member Training & Development Focus Groups**Summary**

1. This report sets out the outcomes from the recently undertaken Member Training & Development focus groups. Members are asked to comment on the outcomes, which are summarised in **Annex A** to this report.

Background

2. At a meeting of the Member Development Steering Group held on 12th October 2011 the Steering Group agreed that a survey of Members' training and development needs should take place biannually. This happened for the first time in January 2012 as a paper exercise. The survey was carried out again in September 2012 but was done verbally in the form of Focus Groups. All Members of the Council were invited to attend these focus groups to comment on Training and Development sessions they had personally attended between 1st February 2012 and 31st August 2012. Members were also asked about what training and development sessions they might like to see offered in the future.

Consultation

3. All Members of the Council were asked for their views on the training provided to date and what they might like to see in the future.

Options

4. Members are asked to comment on the information within this report and its associated annex.
5. 10 Members attended the focus groups or submitted feedback via email and a summary of their responses is at **Annex A** to this report.

6. Some of the key themes emerging from the comments received were as follows:
7. Timing – A number of Members expressed concern at the level of commitments they already had and the difficulties they faced in finding time to attend training sessions. Some Members said that it was difficult for them to leave work early to get to the Guildhall for afternoon/early evening training sessions. In response to this Democratic Services are very aware of Members other commitments (personal, work and Council) and try very hard to put on sessions when the most Members are likely to be available (usually starting late afternoon/evening) – however there is, unfortunately, no ‘one size’ fits all solution to this.
 - E-learning – following the previous survey there had been a couple of comments around increasing the amount of e-learning available to Members. E-learning opportunities are advertised in the core programme booklet, however there has been very little take up of what is already offered. Some Members were interested in using e-learning and agreed to email Democratic Services with suggestions for topics. Other Members felt that sitting at a computer was not a training method that would work for them. Other Members did not realise it was available to them and asked that reminders be included in the Members’ e-bulletins.
 - Providing different levels of training (i.e. beginner, intermediate, experienced) and acknowledging that more longstanding Members will, in some cases, have different training needs to newly elected Members. Newly elected Members also had a wish for some of the subjects covered this municipal year to be covered in more depth next year but at the same time avoiding repetition.
 - Training targets and the core programme – comments were also made around rationalising future core programmes both to save money and to be less onerous on Members’ time. Several Members felt that a review of the training targets set (12 sessions for Cabinet Members and 8 for non-Cabinet Members annually) needed to take place alongside rationalising the programme.
8. The following were identified by Members as possible subjects for future training sessions or as being sessions that should continue in future:
 - Training on how to attract funding
 - Ward work and how to help your residents

- Continuation of IT courses and training sessions.
 - Planning training is useful but some members questioned if all of the updates were necessary.
 - Policy training/cafes are a good idea
 - Departmental overviews once a year would be useful.
 - Training on Community Right to Challenge/Buy policy.
9. All the suggestions above will be addressed or considered for inclusion within the core programme for 2013/14. However, it cannot be guaranteed that sessions on all of these will be offered, especially for those where there maybe a significant cost involved.
10. Where issues raised affect only one individual, or we know we cannot provide what they are asking for, the Members in question will be contacted directly.

Analysis

11. As can be seen from above and the information in **Annex A** several issues have been raised around training provision, these are analysed in the paragraphs below.
12. Timings of Sessions - A commonly recurring theme of 'timings of sessions' was raised and as already stated in **paragraph 7** there is unfortunately, no perfect solution. Training sessions are usually held with a 5pm or 5.30pm start as this seems to be the majority's preference. However, where possible training sessions are scheduled for when it is known that Members will already be in the Guildhall (such as before Planning Meetings or Full Council) and on the whole, these are well attended.
13. E-Learning - A comprehensive E-Learning package was advertised in the core training programme for this municipal year (as it had been in previous years) and has, to officer's knowledge, had very little take up. However, a number of Councillors have expressed an interest in E-Learning, some of whom seemed unaware of what was on offer. This could indicate that there is a piece of work for Democratic Services to do around advertising and promoting what is already on offer. A report on the provision of E-Learning is already scheduled into the workplan for the January meeting of this Steering Group.
14. Different Levels of Training – This is something that has been raised on several occasions and is relatively difficult to address. Democratic Services would need Members who wanted more advanced training to

identify their specific needs so that suitable training could be sourced; this may need to be external training and unless offered as part of the core programme would need to be paid for from the Group Pots for external training. However, officers could explore the possibility of some more advanced training provision being provided internally but specific themes/areas for any training would need to be identified before this could happen. We would also need to ensure a good turn out for any session delivered.

15. Training targets and the core programme – Currently Democratic Services are liaising with the University of York on the possibility of creating an accredited programme for Members, with an option for an unaccredited version. This is beginning to take shape and the Director of Community Relations and Lifelong Learning is scheduled to attend the January meeting of the Steering Group to discuss this.
16. Democratic Services acknowledge that there are still discussions to be had around the most appropriate way forward for the next municipal year; especially in light of ongoing discussions with the University and the need to manage resources more effectively.
17. In addition to what has been offered in this year's core training and development programme officers within the Council have frequently requested an opportunity to brief Councillors on various subjects. These have usually been accepted and a training/development session arranged. However, this municipal year has not seen a great turn out for many sessions, maybe due to the sheer volume of what has been offered. In light of this, and to stop the training and development provision being so intense and haphazard, it may now be the right time to consider how this Steering Group could become involved in managing requests from officers (outside of the core programme) to brief Councillors.
18. If the collaboration with the University becomes the way forward for next year then there will probably be a need to review the training targets set alongside how the core programme is produced. This could be done as part of the Annual Review of Policy which is due to be presented to this Committee soon.
19. Possible training sessions for the future – At the focus groups Members identified several sessions they would like to see in the future, these are set out in **Paragraph 8** above. Depending on the format of the next core training and development programme these could be included. The Steering Group should note that both the IT drop-in sessions and the

social media drop-in sessions (both offered over 6 sessions) mentioned above saw a relatively low turn-out (under 5 Councillors in total attended) yet there were several requests for these to be repeated. There have, however, been several requests recently for help with setting up I-Pads and other tablet devices so that Councillors can access their Council e-mail; there may be merit therefore, in arranging some drop-in sessions with the IT department as this isn't something Democratic Services can cover in the drop-in sessions they currently offer.

20. The request for training on the Community Right to Challenge/Buy policy is currently being arranged and it is hoped that this will happen sometime early in the new Year. The request for training on interests and pecuniary interests will be covered by the training sessions on the New Code of Conduct scheduled for January 2013, to which many Members have already signed up.

Council Plan

21. Providing training and development to its Members demonstrates the Council's commitment to well trained and knowledgeable Members, in turn, making informed decisions relating to the new key priorities set out in the Council Plan.

Implications

22. There are no direct financial implications associated with this report, other than the fact that the annual training programme for Members is supported by the Member Development Budget.
23. **Human Resources** – supporting the core training and development programme in its current guise is resource intensive for Democratic Services. This will be addressed in a future report around what sort of training and development programme we offer for 2013/14 There are no known legal or other implications associated with the contents of this report.

Risk Management

24. In compliance with the Council's risk management strategy there are no risks associated with the recommendations in this report. However there will be risks that the decision making process could be undermined if Members are not provided with enough relevant

training/information to allow them to be fully informed prior to making decisions.

Recommendations

25. Members are asked to

- Note and comment upon the focus groups findings and the responses (Annex A refers)

Reason: In order to ensure that Members views are considered when developing new training and development programmes.

Contact Details

Author:

Tracy Wallis
Scrutiny Officer
Democratic Services
Tel: 01904 551714

Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director Governance & ICT
Tel: 01904 551004

**Report
Approved**



Date 23.11.2012

Specialist Implications Officer(s) None

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None

Annexes

Annex A Summary of responses received

Annex A

Positive Feedback.

The range and choice of training is good.

After 4.30pm is a good time to hold sessions.

Offering more than one session and at differing times is a good idea.

Different formats such as 'Policy Cafes' are welcomed.

The e-bulletin is appreciated as a reminder about forthcoming training.

The 1-2-1 drop in sessions on Council procedure are useful.

Negative Feedback.

Some trainers have poor presentation techniques and use few visual aids.

e-learning isn't a useful method of learning for some Members.

For long standing Members some of the training is no longer useful.

Some sessions can be boring.

Role play and group work are not favourable to some Members.

Regional training is sometimes too abstract.

Corporate parenting isn't as well attended as it should be.

Timings – it is difficult for some Members to leave work early for training as well as Council meetings.

Suggestions.

Reminders about what e-learning is on offer would be useful.

Training on how to attract funding.

Training to help with hands-on practical issues out in the Ward.

Training on the Community Right to Challenge/Buy Policies that are coming through.

The possibility of shared drive facilities.

Training on interests/pecuniary interest.

Handouts are useful and should be given out automatically.

Continuation of IT courses for Members who require support with IT.

The possibility of a more concentrated and financially rational programme rather than a large quantity of training to fulfil the tick box exercise of Members quotas.

Consult Group Leaders to see what they think about training and what they think Members need.



Member Support Steering Group**29th November 2012**

Report of the Assistant Director Governance and ICT

The Leadership Academy**Summary**

1. This report provides the Steering Group with information on the Leadership Academy.

Background

2. At their last meeting in September 2012 Steering Group Members asked officers to research what was on offer at the Leadership Academy, costs of attending and what criteria there needed to be in place to select a Councillor for the one CYC funded place on the Leadership Academy's main programme.

The Leadership Academy

3. The long standing Leadership Academy offers development for Councillors from across the political spectrum with the aim of enhancing participants' leadership style, building skills and confidence and creating valuable support networks among peers in other Councils and parties. The programme is now recognised by the Institute of Leadership and Management (ILM) and Leadership Academy graduates receive an accredited certificate. Participants develop their learning in three core areas of leadership:

- Module 1 personal development
- Module 2 political and organisational leadership
- Module 3 community leadership and community cohesion

4. The cost of the first place booked by each authority is now £1,000 between now and March 2013 and the cost for each subsequent place is £1,250. This fee covers accommodation, meals, refreshments, material

and tuition for the three residential modules. Participants are required to attend all three residential modules.

5. One place on the above Leadership Academy can be funded from through the core training and development programme. However any interested Councillors need to apply, with the permission of their Group, (via Democratic Services), to the Member Support Steering Group for this place.
6. To enable the Steering Group to assess applications a draft set of criteria has been written and this is attached at **Annex A** to this report. As part of today's meeting the Steering Group are asked to agree the criteria for assessment.
7. Members should be aware that the last Leadership Academy dates for this municipal year advertised on the Local Government Association website are as follows:

Venue: Warwick Conference Centre, Coventry

Module 1: 29 January to 30 January 2013

Module 2: 26 February to 27 February 2013

Module 3: 9 April to 10 April 2013

8. This means that if the Steering Group wish to consider any applications for this municipal year then they would need to set a deadline for receiving them.

Other Offers from the Leadership Academy 2012/13

9. In addition to the main programme above the Leadership Academy offers a series of focussed programmes each municipal year offering Councillors an opportunity to concentrate on particular themes and share experiences amongst colleagues dealing with similar challenges. For 2012/13 these included:
 - Leadership Academy Children's Services
 - Leadership Academy Sport
 - Leadership Academy: Leading Delivery of Growth
 - Leadership Academy: Positive Planning – Decision Making
10. One Lead Member place is offered to each Local Authority free of charge, including accommodation, meals, course materials and delegate fees for the first two programmes in the list above. The second two are

also free, but are aimed at Councillors with specific roles. The cost covers accommodation, meals, course materials and tuition.

The above four sessions are usually run more than once a year and currently these would not be funded from the core training and development programme. Attendees would be expected to pay their own travel expenses or apply to their group pot for these.

Leadership Academy Learning and Network Events

11. The Leadership Academy offers two learning and networking events which take place once a year namely:
 - Leadership Academy Young Councillors Weekender (for Councillors under 40)
 - Leadership Academy BAME¹ Weekender Event (for elected Members from BAME backgrounds)
12. These cost £100 per person and this covers the cost of attending the event, one night's accommodation and meals. Attendees can pay an additional £50 should they wish to stay an extra night.
13. If any Councillors wish to attend the two events above they would either need to pay their own fees and travel expenses or apply to their group pot for funding.

Next Generation

14. The Next Generation Programme has been developed over the years to create an environment in which Councillors can look at their own current and future political challenges. It has the continued support of the Conservative, Liberal Democrat and Labour National Leadership. The programme covers:
 - Policy and strategy
 - Community leadership
 - Political management
 - Personal skill development
15. It is aimed at committed Councillors who have already demonstrated flair or a potential for leadership at a local level and have the capacity to develop politically. The programme is free to attend although applicants need to cover their own travel costs. There is a competitive application

¹ Black, Asian and Minority Ethnic

process and applicants need to complete their application online themselves. The format of each programme is slightly different for each political group but usually based around three residential blocks each over two days.

16. It is too late to apply for a place on this municipal year's Next Generation Programme. Nominations for the next programme will open in June/July 2013 and the programme itself is currently due to begin in November 2013.

Consultation

17. This Steering Group is the consultative body on Member training and development.

Options

18. Members can:
 - i. Comment on the contents of this report
 - ii. Agree or amend the draft criteria at **Annex A** to this report
 - iii. Consider whether they wish to invite applications for a place on the Leadership Academy's main programme this municipal year and if so set a date by which applications will need to be received and an additional Steering Group meeting date to consider any applications received.

Analysis

19. Leadership Academy programmes of all descriptions continue to be popular with Councillors in York. In the past two municipal years the report author is aware of the following attendances at Leadership Academy events:
 - 2 Councillors attended the Leadership Academy's Ageing Well Programme in October 2011 and February 2012 respectively
 - 2 Councillors attended the Young Councillors Weekender in November 2011
 - 1 Councillor attended the Leadership Academy Sport Programme in November 2011
 - 1 Councillor attended the Leadership Academy Graduate Summer School in August 2012

- 1 Councillor attended the Leadership Academy Children's Services Programme in October 2012
 - 1 Councillor is due to attend the Leading Delivery of Growth Programme in March 2013.
20. For those programmes attended prior to April/May 2012 funding would have come direct from the Member Development Budget. However after this date costs have either been provided by the individual attendee or claimed from the group pot.
21. At today's meeting Members are asked to consider the draft criteria against which applications for the CYC funded place on the Leadership Academy's main programme will be assessed (Annex A refers). The Steering Group are asked to clarify any amendments or additions they may wish to make to this document.
22. In addition to this they are asked to consider whether they wish to invite any applications for the Leadership Academy main programme this municipal year and if so be mindful of the fact that time is very tight as the last programme for this municipal year begins in late January 2013. This would mean that applications would need to be received and assessed by early January at the very latest, which may mean setting a mid to late December deadline for receipt and an early January meeting to consider.
23. Democratic Services could manage the process of inviting and collating applications on behalf of the Steering Group. As part of this process, they would also make applicants aware of the fact that there were only one set of dates left for this municipal year. The Steering Group may also like to give consideration to setting deadlines for applications for next municipal year and scheduling this into their work plan; early preparation would also mean that the successful applicant would have a choice of dates to attend.

Council Plan

24. Having well informed and trained Members will help the Council deliver its key priorities set out within the Council Plan 2011-15.

Implications

25. **Financial** – Currently the Member Development Budget currently has enough funds available to fund the costs of attendance at one Leadership Academy main programme for this municipal year. As

budgets are reassessed on an annual basis this may not be the case in future years.

26. **Human Resources** – there will be minimal impact on staff; however a small amount of extra time will need to be found within Democratic Services to invite applications and collate them once received.
27. There are no know other known implications associated with the recommendations within this report.

Risk Management

28. There are no known risks associated with the recommendations within this report.

Recommendations:

29. Members are recommended to:
 - i. Consider the criteria at **Annex A** to this report and make any amendments or additions required
 - ii. Consider whether they wish to invite applications for the Leadership Academy this municipal year and if so delegate authority to the Chair and Vice-Chair to agree the nominee.

Reason: To inform the Steering Group about the Leadership Academy and to set some criteria against which they can assess applications received.

Contact Details

Author:

Tracy Wallis
Scrutiny Officer
Scrutiny Services
Tel: 01904 551714

Chief Officer Responsible for the report:

Andrew Docherty
Assistant Director Governance and ICT
Tel: 01904 551004

**Report
Approved**



Date 22.11.2012

Specialist Implications Officer(s) None

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None

Annexes

Annex A Draft Assessment Criteria (To follow).

This page is intentionally left blank

Criteria for assessment of applications for the Leadership Academy's main programme

Applications received for place(s) funded by the Core Programme to be considered by the Member Support Steering Group and assessed against the following criteria:

- Can the applicant demonstrate that they are currently, or are aspiring to be in a leadership role? (Cabinet Member, Leader, Committee chair or Vice-Chair)
- Is the applicant open to developing leadership skills, either at a political level or at a committee management level
- Is the applicant open to sharing any knowledge and experience gained with other Councillors to spread good practice
- Would the applicant be a good ambassador for City of York Council at the Leadership Academy?
- What would the applicant gain, and conversely City of York Council, from networking with other elected Members?
- How would the applicant put their learning into practice?

This page is intentionally left blank

Member Support Steering Group Annual Work Plan 2012/13

MDWG Meeting	Detail
November 2012	<ul style="list-style-type: none"> • Annual Budget Monitor Including the Review of 'Pot' Allocated to Groups for External (Non-Core Programme) Events • Report - Outcomes of Six Monthly Survey/Focus Groups of Training Courses • Report – Leadership Academy • Verbal – Outcomes of the Trial of 360° Reviews • Work Plan
January 2013	<ul style="list-style-type: none"> • Director of Community Relations and Lifelong Learning from the Centre for Lifelong Learning – the New Accredited Programme for Councillors • Second Monitor of Take-Up & Evaluation • The New 'Zone 47'/'Membersphere' • Report – Review of E-Learning Provision • Support to Members in Relation to Dealing with Members Enquiries and the Approach to Community Contacts • Annual Review of Policy • Work Plan
March 2013	<ul style="list-style-type: none"> • Results of Six Monthly Survey of Training Course Attended • Draft Core Programme 2013/14 • Work Plan

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

This page is intentionally left blank