

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

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

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

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

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

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

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

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

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



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