



MEMBER MANAGEMENT COMMITTEE

Meeting to be held in Civic Hall, Leeds on
Wednesday, 8th October, 2008
at 4.30 pm

MEMBERSHIP

Councillors

J Dowson
P Gruen
T Hanley
M Lyons

M Hamilton
S Bentley

J Procter (Chair)
G Latty

T Leadley

A Blackburn

A G E N D A

Item No	Ward	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

Item No	Ward	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration</p> <p>(The special circumstances shall be specified in the minutes)</p>	
4			<p>DECLARATIONS OF INTERESTS</p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct</p>	
5			<p>MINUTES</p> <p>To approve as a correct record the minutes of the meeting held on 10th June 2008.</p>	1 - 4
6			<p>SUBSTITUTES ARRANGEMENTS ON BOARDS, PANELS AND COMMITTEES</p> <p>To consider the report of the Assistant Chief Executive(Corporate Governance) outlining the current extent of substitute arrangements for Boards, Panels and Committees and responding to concerns expressed by Whips that current substitute arrangements for the Corporate Governance and Audit Committee are not adequate and that substitute arrangements should be introduced in relation to all meetings.</p>	5 - 10
7			<p>INSURANCE ARRANGEMENTS</p> <p>To consider the joint report of the Assistant Chief Executive(Corporate Governance) and Director of Resources advising Members of the current policy in place to indemnify Members against the legal costs of defending themselves from allegations of misconduct and advise members how to set in motion the process by which they may obtain legal representation under the insurance arrangements.</p>	11 - 14

Item No	Ward	Item Not Open		Page No
8			<p>COMMUNITY PARTNERSHIPS</p> <p>To consider the report of the Director of Environment and Neighbourhoods seeking to establish the principle of allowing the council's Area Committees to appoint elected members from the Area Committees on to the local, district, partnership groups of Leeds Initiative.</p>	15 - 18
9			<p>PUPIL REFERRAL UNIT</p> <p>To consider the report of the Chief Executive of Education Leeds seeking agreement to a nomination for a position on the city wide Pupil Referral Units (PRU) Management Committee</p>	19 - 22
10			<p>PARENT PARTNERSHIP</p> <p>To consider the report of the Chief Executive of Education Leeds seeking agreement to a nomination for a position on the Parent partnership Board.</p>	23 - 26
11			<p>MEMBER DEVELOPMENT</p> <p>To consider the report of the Chief Democratic Services Officer providing Members with an update on training and development issues relating to elected Members.</p>	27 - 52
12			<p>LOCAL AUTHORITY APPOINTMENTS TO OUTSIDE BODIES</p> <p>To consider the report of the Chief Democratic Services Officer in relation to Member appointments to Outside Bodies.</p>	53 - 66

Agenda Item 5

MEMBER MANAGEMENT COMMITTEE

TUESDAY, 10TH JUNE, 2008

PRESENT: Councillor J Procter in the Chair

Councillors M Hamilton, S Bentley,
A Blackburn, T Leadley, J Dowson,
P Gruen, T Hanley and M Lyons

1 Minutes

RESOLVED – That the minutes of the meetings held on 19th February and 8th April 2008 be approved as a correct record.

2 Matters Arising

- (a) Further to minute 23 of the meeting held on 19th February 2008 Members discussed in detail Members' ICT developments.

Dylan Roberts, Head of ICT attended with colleagues and responded to Members comments in relation to ICT provision for Members.

RESOLVED – That a letter be sent to all Members detailing the telephone number for the member helpline.

3 Pupil Referral Unit

The Governor Development Officer submitted a report seeking a nomination for a member to serve on the city wide Pupil Referral Unit Management Committee.

RESOLVED –

- (a) That a further report be submitted to this Committee:
- (i) providing information on the legislation which sets local authority representation at 1 member
 - (ii) providing information on the appointment of Community Members on this Committee
- (b) That this Committee would like the ability to appoint 2 members to this body.
- (c) That this matter be referred to the relevant Executive Member for information.

4 Parent Partnership Advisory Board

The Governor Development Officer submitted a report seeking a nomination for a member to serve on the Parent Partnership Advisory Board.

RESOLVED –

Draft minutes to be approved at the meeting
to be held on 8th October 2008

- (a) That this Committee would like the ability to appoint 2 members to this Board.
- (b) That a further report be submitted to this Committee providing detailed information on community representation on this Board.
- (c) That this matter be referred to the relevant Executive Member for information.

5 Local Authority Appointments to Outside Bodies

The Chief Democratic Services Officer submitted a report on Member appointments to outside bodies. The report outlined the Member Management Committee's role and responsibilities in relation to Elected Member appointments to outside bodies.

RESOLVED –

- (a) That the Appointments to Outside Bodies Procedure Rules be noted.
- (b) That approval be given to the schedule detailing organisations that the Council will continue to make appointments to.
- (c) That a request for an additional place on the Leeds Grand Theatre Board and Opera House Board of Management be submitted.
- (d) That any appointment restrictions on Adoption Panel appointments be removed.
- (e) That Councillor Yeadon be appointed to the Leodis Adoption Panel
- (f) That Councillor Finnigan be appointed to Aire Valley Homes
- (g) That the Arts Council of England be removed from the list
- (h) That officers contact the David Young Academy to establish if the Council could have 1 additional place on the governing body.
- (i) That Councillor Rafique be appointed to the Leeds Initiative Safer Leeds Partnership
- (j) That Councillor Ewens be appointed to Park Lane College
- (k) That Councillor Dowson be appointed to the WYPTA Education Liaison Group
- (l) That Officers liaise with Groundwork Leeds in relation to which member will cast the Councils vote.
- (m) To note the following appointments confirmed by the Assistant Chief Executive (Corporate Governance) since the last meeting of this Committee:

<u>Outside Body</u>	<u>Member Appointed</u>
Local Govt Yorkshire & Humber Employees Committee	Councillor Golton
Adoption Panel (Elmete)	Councillor Taylor
Children Leeds Partnership	Councillor Mulherin
JCC (Teachers)	Councillor Dowson
Leeds College of Building	Councillor Dobson
Leeds Faith Forum	Councillor Iqbal
Leeds Initiative Going up a League Board	Councillor Blake
Leeds Initiative Children Leeds Partnership	Councillor J McKenna
Leeds Initiative Healthy Leeds Partnership	Councillor Grahame

Leeds Initiative Transport Partnership
Leeds Initiative Climate Change
Leeds Architecture and Design Initiative
Leeds Racial Equality Council
Leeds Women's Aid
SACRE

Councillor Blake
Councillor Ogilvie
Councillor Gruen
Councillor Iqbal
Councillor A McKenna
Councillor Driver

(Councillor Dowson arrived at 5.45 pm)

6 Member Development Annual Report

The Chief Democratic Services Officer submitted a report regarding the Member Development Annual Report for 2007/08. The report also provided the reinstatement of the Member Development Working Group.

RESOLVED –

- (a) That the Member Development Annual Report 2007/08 be noted.
- (b) That the Member Development Working Group be reinstated for the new municipal year.
- (c) That a list of Members trained in relation to planning and licensing be forwarded to Members of this Committee.

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Originator: Ian Walton

Tel: 2474350

Report of the Assistant Chief Executive (Corporate Governance)

Member Management Committee

Date: 8th October 2008

Subject: Substitute Arrangements on Boards, Panels and Committees

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

Following concerns expressed by Whips at the adequacy and extent of current substitute arrangements this report details the extent of the current arrangements and examines the scope for increased substitute arrangements, and the reasons why such arrangements may not be necessary or appropriate in certain areas.

The report concludes that increased and/or new arrangements may be appropriate for the Corporate Governance and Audit Committee, Constitutional Proposals Committee and Scrutiny Call-In meetings, that such arrangements are not necessary in relation to the Licensing Committee, and not appropriate in relation to Standards Committee and Scrutiny Boards.

1.0 Purpose of Report

- 1.1 To outline the current extent of substitute arrangements for Boards, Panels and Committees. To respond to concerns expressed by Whips that current substitute arrangements for the Corporate Governance and Audit Committee are not adequate and that substitute arrangements should be introduced in relation to all meetings.

2.0 Background Information

- 2.1 Nationally and for several years there has been doubt legally as to whether substitutes are allowed at all and the conventional way around this, based on Counsel's advice, is for a defined pool of substitutes to be agreed so that at any one time, it is known exactly who is entitled to be a substitute and the potential membership of the Committee.

- 2.2 At the Whips meeting held on 1st July 2008 the view was expressed that the provisions of Council Procedure Rule 26.1(d) did not provide an adequate 'pool' of members in relation to the Corporate Governance and Audit Committee to ensure that meetings would always be adequately attended. Whips agreed that they would further discuss what they considered to be an adequate pool. In subsequent email exchanges Whips have supported the general view that substitutes should be allowed on all boards, panels and committees.
- 2.3 The Executive Board Procedure Rules currently provide "A non-executive Member cannot substitute for an Executive Member at a meeting of the Executive or any of its committees. The Executive may invite any Member it considers appropriate to attend its meetings and to speak on behalf of an absent member of the Executive. However, that member will not be able to take decisions and will not be a co-opted member of the Executive". The 2000 Act requires named individuals to be the Executive Members and therefore legally, substitutes are not allowed for the Executive Board.
- 2.4 Council Procedure rule 26.1 provides substitute arrangements for the Regulatory Panels, Member Management Committee, Development Plan Panel and Corporate Governance and Audit Committee – (Procedure Rule 26.1 is attached as appendix 1 to this report).
- 2.5 Substitute arrangements for scrutiny boards did apply in similar terms to those for regulatory panels but were removed from the municipal year 2005/06 following 'best practice' advice from the Audit Commission.
- 2.6 Standards Committee, Licensing Committee and the Constitutional Proposals Committee are the remaining committees appointed by full Council which do not have any substitute arrangements.

3.0 Main Issues

- 3.1 In arriving at a conclusion in relation to the arrangements for any committee care must be taken to ensure that they are clear, defined and sufficiently narrow to avoid challenge to the decision making process and preferably to not attract the criticisms which the former scrutiny arrangements drew, particularly on the grounds that Scrutiny Inquiries required continuity.
- 3.2 In respect of the **Executive Board** legally there can be no substitution although, as set out in the Executive Board Procedure Rules, a member can be invited to attend and speak, but they cannot be part of the decision making process and are not a co-opted member of the Board.
- 3.3 At the meeting of the Corporate Governance and Audit committee on 10th May 2005 the advice of the Audit Commission in relation to **Scrutiny Boards** was accepted.
- 3.4 It is acknowledged however, that there will be occasions when Members are unable to attend Call In meetings due to the strict timetable required by the Constitution for the convening of Call In meetings.

- 3.5 The issue of continuity is not an issue for Called In decisions as the matter for discussion relates to a decision taken and not an ongoing Inquiry therefore there is an argument for allowing substitutes for Call In meetings only.
- 3.6 In the event that members consider that the benefits of reintroducing substitute arrangements for Call in meetings of these Boards then they may wish to recommend the Constitutional Proposals Committee, as successor to the Corporate Governance and Audit Committee in this respect, to reconsider the previous decision in relation to Call in meetings.
- 3.7 In relation to the **Corporate Governance and Audit Committee** Council Procedure Rules provide that “the Council shall appoint substitute members via nominations from party whips. Each whip shall nominate one substitute for each member that sits on the Committee. Whips may not nominate any members that would be excluded from full membership under the provisions of Article 9 of the Constitution”. Prior to the Annual Meeting 2008 the effect of this provision was that a pool of substitutes would be nominated on a 2:1:1:1:1 basis. Following the expansion of the Committee membership in May the pool becomes 4:2:2:1:1.
- 3.8 In relation to the **Standards Committee** the Standards Board, the national regulatory body for standards and ethics, have clearly advised that they do not regard substitute arrangements to be appropriate. The Standards Committee have agreed that the advice of the Board should be accepted.
- 3.9 The **Licensing Committee** has a total membership of fifteen and a quorum of five. There is no evidence that any meetings have come close to a difficulty in respect of the quorum. The Licensing Sub-Committees of three members are comprised from the fifteen of the full Committee which is effectively the pool.
- 3.10 The **Constitutional Proposals Committee** is a newly formed Committee with a membership which includes all group leaders and the Whips of the three major groups. Because of the profile of the membership there could be potential for attendance problems. It is anticipated that this Committee will meet as and when required and proposed delegated powers to the Assistant Chief Executive (Corporate Governance) to secure appointment of members between the elections and the Annual Council should address any attendance issues over that period. However, should the Committee be of the view that substitute arrangements are necessary then the 4:2:2:1:1 arrangement, as currently applicable to the Corporate Governance and Audit Committee, could be put forward for approval.
- 3.11 Following consultation with Core Cities and West Yorkshire authorities with regard to substitute arrangements it would appear that none of them operate substantially different arrangements to those currently practiced in this authority.

4.0 Implications for Council Policy and Governance

- 4.1 The need to secure adequate attendance at meetings by the use of substitute arrangements needs to be balanced against the risk that the use of such arrangements could bring the validity of certain decision making processes into question. The 2000 Act makes it clear that there cannot be substitutes for Executive Members. The Standards Board for England clearly recommend that substitutes are not used for Standards Committees and the Audit Commission are equally clear in relation to Scrutiny Boards. In both cases the bodies advising as to best practice have sufficient status to be regarded as arbiters in such matters. To act contrary to their advice could invite criticism that the Council was not applying best practice in these areas and could even bring processes in relation to some decisions into question.

5.0 Conclusions

- 5.1 Acknowledging the concerns expressed by Whips at the current extent of substitute arrangements this report has attempted to balance those concerns against the need to demonstrate that the Council does apply best practice to decision making processes. Arrangements for the Corporate Governance and Audit Committee were effectively extended when the Annual Council increased the membership and similar arrangements could be advanced for the Constitutional Proposals Committee, introduction in relation to Standards and Scrutiny would likely attract criticism and/or challenge in relation to decisions other than Scrutiny Call-In meetings where the continuity is not an issue due to the nature of the meeting. Legally substitute arrangements cannot be introduced for Executive Board. The operation of the Licensing Committee does not seem to demonstrate the need for any arrangements to be introduced.

6.0 Recommendations

- 6.1 That the substitute arrangements identified in this report in relation to the Constitutional Proposals Committee and Scrutiny Call-in meetings be forwarded to the Constitutional Proposals Committee with a recommendation that they be forwarded to Council as proposed amendments to the Constitution.
- 6.2 That the balance of substitute arrangements, as currently in place, be noted.

BACKGROUND PAPERS

Council Procedure Rules

26.0 SUBSTITUTE MEMBERS

26.1 Allocation

- (a) In relation to each Regulatory Panel, the Council shall appoint substitute members, comprising all other members of the other Regulatory Panels and the Development Plan Panel. A nominated member shall be entitled to attend meetings in place of a regular member, subject to the substitute member having received appropriate training.
- (b) In relation to the Member Management Committee, an Executive Member, Deputy Executive Member, Whip or Assistant Whip shall be entitled to attend meetings in place of a regular member of the Committee.
- (c) In relation to the Development Plan Panel, the Council shall appoint substitute Members, comprising all Members of the Regulatory Panels. A nominated Member shall be entitled to attend meetings in place of a regular Member, subject to the substitute Member having received appropriate training.
- (d) In relation to the Corporate Governance and Audit Committee, the Council shall appoint substitute members via nominations from party Whips. Each Whip shall nominate one substitute for each member that sits on the Committee. Whips may not nominate any members that would be excluded from full membership under the provisions of Article 9 of the Constitution.

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**Report of the Assistant Chief Executive (Corporate governance) and Director of Resources
Member Management Committee**

Date: 8th October 2008

Subject: Members' Legal Expenses Insurance

Electoral Wards Affected:

Specific Implications For:

Ethnic minorities

Women

Disabled people

Narrowing the Gap

Executive Summary

1. This report advises Members of the current policy in place to indemnify Members against the legal costs of defending themselves from allegations of misconduct and the insurance arrangements in place relating thereto. In addition, difficulties in communicating with the insurers have been experienced by some Members who approached the insurers to obtain legal representation.

1.0 Purpose Of This Report

1.1 To advise Members of the Committee of the current policy in place to indemnify Members against the legal costs of defending themselves from allegations of misconduct and advise members how to set in motion the process by which they may obtain legal representation under the insurance arrangements.

2.0 Background Information

2.1 The *Local Authorities Indemnities to Members and Officers Order 2004* permitted local authorities to provide an indemnity to members who have been notified that they are to be subjected to a code of conduct enquiry ,either by a self funded arrangement or by way of purchasing an insurance policy.

2.2 The Order requires that any Member who is so indemnified **must** repay the cost of legal representation if the enquiry concludes with a decision that the Member concerned is in breach of the code of conduct. This applies even if external insurance is arranged. The Council has no discretion over this point.

3.0 Main Issues

- 3.1 Previously it was the case that the Council was not allowed to indemnify Members against the legal costs of defending themselves from allegations of misconduct. Since the 2004 Order, Leeds City Council has arranged to purchase insurance on Members' behalf. Enquiries were made both with the Council's own insurers and via the insurance brokers Marsh Ltd. and Aon Ltd. Both insurance brokers reported that only one insurance product which would cover legal expenses in such circumstances was available from the UK market. This is a legal expenses insurance policy provided by DAS Legal Expenses Insurance Company Ltd (DAS). This product was purchased in 2005 via our main insurers Zurich Municipal who act as an intermediary, and has been renewed each year.
- 3.2 The insurance is designed to provide a safety net for Members who do not have their own insurance arrangements or protection provided by their party group and will only operate if the Member confirms that there is no other insurance or arrangement which would provide the protection they need.
- 3.3 Protection under the policy is set in motion by contacting DAS and notifying of a new claim under the policy (quoting the policy number)
- 3.4 Details of the insurance arrangements were reported to the Standards Committee in March 2006 and are included in the annual letter to members which sets out all of the insurance arrangements specific to members.
- 3.5 Before appointing a solicitor to represent the Member, DAS require details of the allegations and some other basic information. They will then decide if the Member concerned has a reasonable prospect of success in defending against the allegations. If they are satisfied that there is some prospect of a successful defence, they will then appoint a solicitor. If they are not satisfied that there is some prospect of a successful defence, they will decline to appoint a solicitor. If a solicitor is not to be appointed, limited legal advice via the helpline will still be available.
- 3.6 Some Members who have recently been notified that they are to be subjected to a code of conduct enquiry have experienced difficulties in communicating with DAS and obtaining the legal representation they require.
- 3.7 The Members concerned report that despite telephoning DAS using the number mentioned in the insurance policy, DAS have repeatedly failed to clarify exactly what is required to initiate a claim under the policy and provide the necessary legal representation. This was also the experience of the Assistant Chief Executive (Corporate Governance) who telephoned DAS as a "mystery shopper"

4.0 Implications For Council Policy And Governance

- 4.1 Arrangements put in place and paid for by Leeds City Council are not currently deemed fully effective and action is required to correct this situation.

5.0 Legal And Resource Implications

5.1 There are no legal implications. The annual cost of the policy in 2008/9 is £3200

6.0 Conclusions

6.1 Clearly the insurance arrangements do operate despite the problems mentioned in 3.5 as two Members have already benefited from legal representation paid for by the insurers. However, communications have not been satisfactory and action needs to be taken. The Assistant Chief Executive (Corporate Governance) and the Council's Insurance Manager are to meet with representatives from the insurers in October to explain their concerns regarding service delivery and how these can be remedied..

7.0 Recommendations

7.1 It is recommended that Members note the contents of this report and await the outcome of the meeting mentioned in 6.1. In the meantime officers will assess the option of whether the insurance could be brought "in-house" i.e. self insured and if so, how it would be funded..

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Report of the Director of Environment and Neighbourhoods

Report to Member Management Committee

Date: 8 October 2008

Subject: AREA BASED PARTNERSHIPS

<p>Electoral Wards Affected:</p> <p>All.</p>

<p>Specific Implications For:</p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input checked="" type="checkbox"/></p>

Executive Summary

1. This report seeks to establish the principle of allowing the council’s Area Committees to appoint elected members from the Area Committees on to the local, district, partnership groups of Leeds Initiative.

Background

2. At present there are a number of ‘district’ or area level partnership groups established as part of Leeds Initiative – the local strategic partnership. These are:
 - District Housing Partnerships (3)
 - Divisional Community Safety Partnerships (3)
 - District Children’s Partnerships (5)
 - District Health & Social Care Partnerships (3 in the process of being established)
 - District Jobs, Enterprise & Training (or Worklessness) Partnerships (3)
3. A number of the above partnership groups have requested that each Area Committee in their patch nominate a local elected Member representative to participate in the work of the partnership and act as the link between the partnership and the Area Committee.
4. These local, area based, partnerships make an important contribution in determining the local actions that can support the delivery of the strategic outcomes and improvement priorities set out in the Leeds Strategic Plan. The broad commitments and actions of these local partnerships are captured in each Area Committees’ Area Delivery Plan and they are accountable to the Area Committees for these commitments. Direct participation by elected Members on these local partnerships will strengthen the role of Members and their voice as ‘community champions’ within

our partner agencies and overcome any perceived 'democratic deficit' there may have been. Elected Members participation will also help build the links between local partnership working and the work of the council through the Area Committees.

Appointment Process

5. The Appointments to Outside Bodies Procedure Rules state that where a request to make an appointment is received then determination of this will be based on one or more of the following criteria being met:
 - the proposed appointment is a statutory requirement;
 - the proposed appointment would be consistent with the Council's policy or strategic objectives; and/or
 - the proposed appointment would add value to the Council's activities.
6. Where an organisation is deemed to have met one or more of these criteria, Members are requested to allocate it to one of the following categories:
 - Strategic and Key Partnerships – participation contributes to the Council's strategic objectives and community leadership role
 - Community and Local Engagement – not necessary to fulfil strategic or key partnership role but, nonetheless, beneficial in terms of leading, engaging and supporting the community from an area or ward perspective.
7. The appointing body for Strategic and Key Partnerships is the Member Management Committee. The appointing body for Community and Local Engagement is the appropriate Area Committee.
8. If Members are of the view that these appointments would fall into the Community and Local Engagement category then the appointments should be made by the relevant Area Committee(s).

Implications for Council Policy and Governance

9. The appointment of elected members to the local area partnerships would contribute to the Council's strategic functions, priorities and community leadership role. It would augment the role of Area Committees with regard to the work and planning of the local partnerships of Leeds Initiative and provide a democratic input to their work. It will provide a democratic voice in determining the local partnership actions to be taken in support of the Leeds Strategic Plan and help ensure appropriate accountability to the Area Committees through the partnerships' contributions to their Area Delivery Plans.

Recommendations

10. It is recommended that the Member Management Committee agree:
 - a) that the elected Member appointments to the area based partnership arrangements of the Leeds Initiative as detailed in paragraph 2:
 - would be consistent with the Council's policy and strategic objectives; and
 - would add value to the Council's activities.

- b) to categorise such appointments as being 'Community and Local Engagement' thereby agreeing that such appointments should properly be made by the council's Area Committees.

Background Papers

- Appointment to Outside Bodies Procedure Rules.

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Report of the Chief Executive of Education Leeds

Member Management Committee

Date: 8 October 2008

Subject: Local Authority Appointment To The Pupil Referral Unit Management committee.

Electoral Wards Affected:	Specific Implications For:
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Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 PURPOSE OF REPORT

- 1.1 To agree a nomination for a position on the city wide Pupil Referral Units (PRU) Management Committee.

2.0 BACKGROUND INFORMATION

- 2.1 Under section 19 of the Education Act 1996, local authorities have a duty to provide suitable education for children of compulsory school age who, because of illness or exclusion from school for example, will not receive a suitable education without these arrangements. This is a vulnerable group of pupils.
- 2.2 Suitable education is defined as "efficient education suitable to the age, ability, aptitude and to any special educational needs" a child may have. Local authorities must decide what constitutes suitable education for a particular child in consultation with parents, and having regard to DCFS guidance and the efficient use of resources.
- 2.3 A PRU is a school established and maintained by the local authority to provide suitable education for children who, by reason of illness, exclusion or otherwise, may not receive such education.
- 2.4 The Education (Pupil Referral Units) (Management Committees etc.) (England) Regulations 2007 gave a statutory duty to authorities to establish a management committee for each unit maintained by them, by 1st February 2008. Part 2 (Regulation 4) of the Regulations allows an authority to establish a committee to act as the management committee of two or more units maintained by them.
- 2.5 Management committees have joint statutory responsibility in the exercise of some functions, eg in deciding the curriculum to offer and in deciding the times of school sessions. In relation to exclusion, for example, they have similar roles to school governing bodies in terms of confirming/rejecting these exclusions.

2.6 Leeds currently has five PRUs which address the needs of children and young people from primary school age to KS4. These are the responsibility of one management committee.

3.0 MAIN ISSUES

3.1 The outgoing committee proposed a constitution of 10 members in the first instance as the DCSF guidance strongly recommended that it should not exceed 12 members though it could legally be as large as 20 members. This was on the basis that the committee could subsequently review its membership and seek a variation to the constitution if required.

3.2 The legal requirements for the constitution are that local authority members hold at least one place but no more than one third, community members must exceed all other members by one or more. The other categories are staff members and parents.

3.2 The DCSF guidance to officers states that 'local authority members are appointed by the local authority. Local authorities can appoint any eligible person as a local authority members. Local authorities are advised to appoint candidates irrespective of any political affiliation or preferences who are committed to assist in the effective running of the PRU.'

3.3 The guidance states the requirements of community members. 'Community members are appointed to represent community interests. Community members should be persons who are committed to the good governance and success of the PRU and who live or work in the community served by the PRU. Community members can be drawn from, for example, local schools, social services, educational charities, local colleges of further education and alternative training providers.

3.4 The following organisations were asked to nominate community members for the Leeds PRU management committee: one high school and one primary school representative from the Area Management Boards, the headteacher responsible for Looked After Children and one representative from each of, CYPSC, CAHMs and Leeds Community Safety.

3.5 The Appointments to Outside Bodies Procedure Rules state that where a request to make an appointment is received then determination of this will be based on one or more of the following criteria being met:

- the proposed appointment is a statutory requirement;
- the proposed appointment would be consistent with the Council's policy or strategic objectives; and/or
- the proposed appointment would add value to the Council's activities.

3.4 Where an organisation is deemed to have met one or more of these criteria, Members are requested to allocate it to one of the following categories:

- Strategic and Key Partnerships – participation contributes to the Council's strategic objectives and community leadership role
- Community and Local Engagement – not necessary to fulfil strategic or key partnership role but, nonetheless, beneficial in terms of leading, engaging and supporting the community from an area or ward perspective.

3.5 The appointing body for Strategic and Key Partnerships is the Member Management Committee. The appointing body for Community and Local Engagement is the appropriate Area Committee.

3.6 Members are asked to consider whether an appointment should be made to this body and to agree that an appointment would fall into the Strategic and Key category.

4.0 IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE

4.1 The member appointment referred to in 3.1 to 3.6 are in accordance with the Council's Constitution and as detailed in the Appointments to Outside Body Procedure Rules. Members will also be advised of the need to update their entry in the Members register of interests.

5.0 LEGAL AND RESOURCE IMPLICATIONS

5.1 There are no specific legal or resource implications in relation to this appointment.

6.0 RECOMMENDATION

6.1 Members are asked to nominate a representative to the PRU Management committee.

6.2 Members are asked to note that the PRU Management committee will be asked to consider extending its membership to allow two local authority members.

BACKGROUND PAPERS

Appointment To Outside Bodies Procedure Rules

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Originator:	Bridget Mork
Tel:	3951229

Report of the Chief Executive of Education Leeds

Member Management Committee

Date: 8 October 2008

Subject: Local Authority Appointment To The Parent Partnership Service Advisory Board.

<p>Electoral Wards Affected:</p> 	<p>Specific Implications For:</p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p>
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1.0 PURPOSE OF REPORT

1.1 To agree a nomination to be a member of the Parent Partnership Advisory Board.

2.0 BACKGROUND INFORMATION

2.1 The Parent Partnership Service have established an advisory board. The Parent Partnership Services is arms length to Education Leeds and provides impartial advice and support to parents. The board is in line with recommendations from the exemplification of minimum standards 2008 which includes all standards set out in chapter 2 of the Special Educational Needs Code of Practice 2001 . An elected member, with a particular interest in Special Educational Needs (SEN) is invited to join this no-statutory, advisory body which has no delegated powers.

2.2 The Parent Partnership Service works with parents of all children with SEN to provide information, publicity, training, advice and support, to foster networking and collaboration and to inform and influence local SEN policy and practice. The advisory board would work in a consultative capacity and as a critical friend and would challenge the Parent Partnership on issues such as best value and staffing.

2.3 The DCSF exemplification of the Parent Partnership Services minimum standards describes good practise for a management group below.

The PPS Steering/Management Group has published terms of reference, including responsibility for ensuring the impartiality of the PPS. The Steering/Management Group has delegated responsibility to manage the PPS. Where the service is provided by a charity they can co-opt parents, other voluntary organisations to a parent partnership management group. The Steering/Management Group has broad representation, including a majority of parents and an independent

Chair. The Steering/Management Group monitor the effectiveness and impartiality of the service in accordance with national guidance and report regularly to the local authority including the Children's Information Service.¹

3.0 MAIN ISSUES

- 3.1 The constitution allows for up to two elected members to have a place on the advisory board, where the majority of members are parents
- 3.2 The board has one representative from each of Early Years, Children and Adolescent Mental Health Services, Children and Young Peoples Social Care, Health, Extended Services, Psychology and Assessment Services, SILC principals, Reemap, Family and Schools Together plus 9 parents and 1 foster carer.
- 3.3 Representatives from the community sector have been requested through Reemap, Leeds Voice and the Preschool Learning Alliance.
- 3.3 The Appointments to Outside Bodies Procedure Rules state that where a request to make an appointment is received then determination of this will be based on one or more of the following criteria being met:
- the proposed appointment is a statutory requirement;
 - the proposed appointment would be consistent with the Council's policy or strategic objectives; and/or
 - the proposed appointment would add value to the Council's activities.
- 3.4 Where an organisation is deemed to have met one or more of these criteria, Members are requested to allocate it to one of the following categories:
- Strategic and Key Partnerships – participation contributes to the Council's strategic objectives and community leadership role
 - Community and Local Engagement – not necessary to fulfil strategic or key partnership role but, nonetheless, beneficial in terms of leading, engaging and supporting the community from an area or ward perspective.
- 3.5 The appointing body for Strategic and Key Partnerships is the Member Management Committee. The appointing body for Community and Local Engagement is the appropriate Area Committee.
- 3.6 Members are asked to consider whether an appointment should be made to this body and to agree that an appointment would fall into the Strategic and Key category.

4.0 IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE

- 4.1 The member appointment referred to in 3.1 to 3.6 are in accordance with the Council's Constitution and as detailed in the Appointments to Outside Body Procedure Rules. Members will also be advised of the need to update their entry in the Members register of interests.

¹ Parent Partnership Service – Increasing Parental Confidence. DCFS Ref:00959-2007 DOM-EN

5.0 LEGAL AND RESOURCE IMPLICATIONS

5.1 There are no specific legal or resource implications in relation to this appointment.

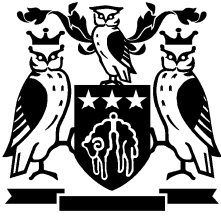
6.0 RECOMMENDATION

6.1 Members are asked to nominate up to two representative to the Parent Partnership Advisory Board.

BACKGROUND PAPERS

Appointment to Outside Bodies Procedure Rules

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Originator: Kay
Sidebottom

Tel: 39 50852

Report of the Chief Democratic Services Officer

Member Management Committee

Date: 8 October 2008

Subject: Member Development

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

The Member Development Working Group meets on a regular basis to formulate, progress and monitor Member Development activities. Over the last quarter this has included work on the following projects:

- Creation of the draft Member Development Strategy 2008 to 2011
- Events programme for 2008-09
- Other learning and development initiatives, such as personal development planning, mentoring and advanced studies at the University of Huddersfield.

This report provides Member Management Committee with an update on progress with the above initiatives and seeks comments on the draft Member Development Strategy. It also provides a brief summary of this year's induction programme.

This year the Scrutiny Board (Central and Corporate Functions) plans to conduct an inquiry into Member Development. Details of the scope of the inquiry are included in this report.

1.0 Purpose of the report

1.1 The purpose of this report is to provide Members with an update on training and development issues relating to elected Members. Specifically, this report contains the following items:

- Draft Member Development Strategy for 2008 to 2011
- Detail of the proposed events programme for autumn/winter 2008-9
- Review of this year's induction for new Members
- Summary of other on-going projects, including mentoring
- Details of the planned scrutiny review of Member Development.

2.0 Background information

2.1 Member Development is a key component of the Council's Annual Corporate Governance Statement, specifically in relation to the principle of *Developing Skills and Capacity*, where the Council states that it will ensure that those charged with the governance of the Council have the skills, knowledge and experience they need to perform well. In order to have clear goals and outcomes, a strategy detailing direction of travel and having clear, measurable objectives is required.

2.2 The previous strategy for 2006 to 2008 is now out of date, and a new Member Development Strategy is required for this municipal year. It is important that this document provides clear links to the Leeds Strategic and Business plans in order to provide relevant and strategic learning programmes.

2.3 A draft Strategy, based on outcomes of discussions at the Member Development Working Group and consultation with other relevant stakeholders, has been prepared.

2.4 In addition to work on the draft Strategy, the Working Group have put together a number of training programmes and projects for the 2008-9 period.

3.0 Main Issues

Member Development Strategy – 2008 to 2011

3.1 The Member Development Strategy 2008 to 2011 is based on the themes of core and role-specific skills, induction and personal development planning. As part of the planning process, the Working Group undertook an exercise to identify key drivers for Member Development over the next few years, and as a result, the following 'core skills' were identified: Leading the Community, Partnership Working, Governing the City, Leadership and Managing Yourself. These core skills will be used to identify personal learning needs and will shape the annual events programme.

3.2 The Member Development Working Group puts forward the strategy as attached at Appendix A and recommends that it be endorsed by the Member Management Committee. In order to further demonstrate its commitment to Member development, the Member Management Committee is asked to consider endorsing the foreword remarks (see page 2 of the strategy document).

Member Development Activities

- 3.3 The Working Group have devised a number of learning projects for 2008-9:
- **Financial Management training.** This is a programme of practical and interactive events, including sessions on the Budget, Budget Monitoring and Capital Accounting. The latter two events are aimed particularly at Executive and Deputy Executive Members. Sessions will take place both during the day and at tea-time, and can be repeated according to demand.
 - **Scrutiny Skills programme.** This builds on the successful Chairs event which took place in June. Sessions include 'Making an Impact', 'Developing Community Engagement' and a follow-up to the popular regional event for Chairs, as well as visits to other high-performing authorities and a Select Committee session at the House of Commons.
 - **Regulatory programme.** The annual Planning Update and Governance and Conduct sessions have now been scheduled. Attendance will be closely monitored and reported to the Whips, as agreed previously.
 - **Events programme.** A number of other short events have been planned for autumn and spring 2009. These include: 'The Compact for Leeds', 'Understanding Housing Law', 'Leeds and the City Region', 'Risk Awareness: Dealing with Children and Vulnerable Adults'.
 - **Personal Development Plans (PDPs).** Discussions have been undertaken with Whips and Deputy Whips regarding the best way to carry out PDP discussions. It has been generally agreed that the most effective method is for the Member Development Officer to carry them out, liaising closely with the Group Whip/Deputy in order to share learning needs information that could be used for succession planning within the Group.

Induction programme 2008

- 3.4 This year's induction programme commenced on 12th May, and included the following events: Finding your Feet (an introduction to Group Offices, allowances, pensions etc), Code of Conduct, How the Council Works, Local Government Finance, Speaking in the Chamber and Media Skills. A number of events were shared with existing councillors.
- 3.4 Feedback from individual events, and about the programme in general indicated that the induction was very successful in helping new Members to gain skills and knowledge quickly and effectively. All events were rated as either 'Good' or 'Excellent'.
- 3.5 All new Members completed the compulsory elements and attendance improved from 2007 (feedback indicates that this was due to the advance notice sent to candidates and the one week gap between elections and the start of the induction programme).
- 3.6 Feedback comments from new Members will be used to improve individual sessions and any future programmes as a whole. The new Members are now undergoing PDP discussions in order to identify outstanding training needs and any skills gaps.

Member Development projects

3.7 A number of additional projects are taking place this autumn:

- **University of Huddersfield – Postgraduate Certificate in Local Modernisation.**

Capacity-building funds have been identified by LGYH (Local Government Yorkshire and Humber) to fund places on this course for councillors across the region. Members from Leeds were asked if they would like to attend and six requested a place. All six have now formally taken up their places and the course will start, with an induction event, on 26th September. Monitoring and evaluation of the effectiveness of the course will be carried out following completion of the second term (March 2009).

- **IDeA Mentoring Scheme.**

Each council in West Yorkshire was offered a sum of £4,000 to spend on a mentoring project, which enables three councillors to be mentored by senior, experienced councillors from other authorities. Three Members from the main political groups at Leeds have now been identified and suitable matches found from core cities or London boroughs. Mentoring will take the form of meetings, shadowing and telephone/email support, and will start this autumn. The aim of the project is to improve individuals' personal capacity, skills and learning, thus enabling them to take on more senior civic roles.

Scrutiny inquiry into Member Development

3.8 At its meeting on 7th July, Scrutiny Board (Central and Corporate Functions) resolved to undertake an Inquiry into Member Development.

3.9 This has been driven by comments made by the Improvement and Development Agency assessors when considering Leeds' submission for the Member Development Charter award. Whilst acknowledging the quality and effectiveness of Leeds' provision, the assessors stressed the importance of continuous improvement. Their report made a number of suggestions, including the recommendation to undertake a Scrutiny review of Member Development.

3.10 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:

- Effectiveness of the Member Development Strategy and existing training provision for Members in terms of:
 - Timing, format and relevance of events
 - Marketing and promotion of training
 - Evaluation of training initiatives and return on investment.
- Extent to which Member Development is Member-led
- Provision of resources and budget to support the function.

3.11 It is hoped that this review will provide the Member Development function with some practical recommendations which can be used to further improve its effectiveness.

4.0 Implications For Council Policy And Governance

- 4.1 As the role of Members is complex and demanding, dedicated learning and development strategies which support Members and help them to lead the organisation are essential requirements for any Council.
- 4.2 Member development is recognised by organisations such as the Audit Commission and Improvement and Development Agency as a key means of building capacity in local government. Good practice is demonstrated by strategic planning on an individual and corporate basis, and can be evidenced by the existence of a learning and development strategy and individual development plans. In addition, the Charter for Member Development requires the Council to have both a Member Development Strategy and Personal Development Plans for the majority of Members in place.

5.0 Legal And Resource Implications

- 5.1 Expenditure to deliver the Member Development Strategy and associated events will be contained within the 2008-11 budget allocation.
- 5.2 Programmes such as Successful Scrutiny, mentoring and University of Huddersfield courses will be part-funded by regional capacity-building monies.

6.0 Recommendations

- 6.1 The Member Management Committee is asked to:
- endorse the Member Development Strategy 2008 to 2011 at Appendix A, including the Foreword
 - note the contents of this report, in particular the plans to scrutinise the Member Development function.

Background Papers

None Used

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Leeds
CITY COUNCIL

Leeds Member Development

A Strategy for the continuous development of elected
Members of Council in Leeds

2008 to 2011

Foreword

by the Member Management Committee, Leeds City Council

“Good political leadership is essential for delivering high quality local government services. The role of the councillor is one of the most complex in politics or the world of work, and never ceases to evolve and develop. Both new and experienced councillors require a high level of support in order to develop the skills and knowledge they need to carry out their roles effectively.

As a council, we are fully committed to developing our councillors in order to achieve the Council’s strategic outcomes and improvement priorities. In 2007 we demonstrated this by successfully meeting the stringent standards of the IDeA Charter for Member Development. For 2008-11 we aim to build on our successes by developing yet more challenging and stretching learning programmes in the areas of corporate governance, partnership working, community leadership and scrutiny. As ever, learning and development will be led by Members, for Members. This approach ensures that councillors are placed at the heart of every process connected with their own learning and development.

This strategy provides a variety of training methods, recognising that Members have numerous demands on their time and require flexible learning opportunities. The emphasis on personal development planning means that individual needs and preferences will also be addressed.

We believe that this strategy will help all Members to reach their potential and thus continue to build leadership capacity at Leeds City Council.”

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Introduction

The role of an elected Member on Leeds City Council is essential to the well being of the city, but it is also very demanding and complex. In order to lead the organisation and city, and continually improve performance, Members require a dedicated learning and development strategy.

This third Member Development Strategy builds on the successes of its predecessors and identifies priorities for 2008-11. It is supplemented by an annual learning and development plan, which details the specific programmes and events which will take place throughout the year. Each year the Member Development programme is reviewed and developed in the light of experience, and to keep pace with internal and external developments.

In 2007 the Council was awarded the Improvement and Development Agency's Charter for Member Development. This award requires Councils to demonstrate commitment in supporting its Members to fulfil their roles and build capacity. The assessors report stated:

"We were impressed by the enthusiasm and extremely positive comments expressed by the councillors themselves about their development, and equally by the comments of senior officers who alluded to the impact such training had made on individual and corporate performance...the Council has shown a willingness to work together across political boundaries to improve the skills, knowledge and understanding of its councillors."

This strategy builds on the good practice guidelines outlined in the Charter to ensure continuous improvement, and is also aligned to corporate training strategies in order to provide a co-ordinated approach. In summary, the aims of the strategy are to:

- be fully committed to developing Elected Members in order to achieve the council's strategic outcomes and improvement priorities
- provide a member-led strategic approach to Elected Member development
- have a member learning and development plan in place that clearly identifies the difference development activities will make
- demonstrate that learning and development is effective in building capacity
- address wider development matters to promote work-life balance and citizenship.

These aims will be reviewed and evaluated as part of the annual strategy review. The targets by which the success of the strategy will be measured can be found in Appendix 1.

Whilst this document is primarily a strategy for training and developing Leeds City Council elected Members, opportunities for participation will also be afforded, where appropriate, to Parish and Town Councillors, co-opted Members of the Council's Scrutiny Boards, Standards Committee Members and School Appeals Panel Members.

Background context

The Leeds Strategic Plan sets out what the Council will deliver on its own and in partnership with other organisations in the city in the period 2008-11. It is informed by the Vision for Leeds, and its strategic outcomes are based around the following aims:

- **Going up a league as a city** - making Leeds an internationally competitive city, the best place in the country to live, work and learn, with a high quality of life for everyone.
- **Narrowing the Gap** between the most disadvantaged people and communities and the rest of the city.
- **Developing Leeds' role as the regional capital**, contributing to the national economy as a competitive European city, supporting and supported by a region that is becoming increasingly prosperous.

The Council Business Plan details what the council will do internally to enable the organisation to achieve the aims of the Leeds Strategic Plan. It outlines the business development, organisational change, process transformation and financial planning activities that staff and Members will be undertaking over the next three years. Councillors clearly have a key part to play in delivering these priorities and their role is pivotal to all of them. Their contribution to the following priority areas is particularly relevant:

- Organisational design and workforce planning
- Leadership
- Democratic engagement
- Equality, diversity and community cohesion
- Information and knowledge management
- Stakeholder engagement
- Service improvement
- Partnerships.

The Council's strategic outcomes will help to inform generic training and development priorities for Members so that they have the capability to meet the challenges that the Council has laid down.

This strategy is also based around the principles of the IDeA Charter for Member Development and is aligned to corporate training strategies in order to provide a co-ordinated approach. Following assessment, an action plan was devised in order to keep the Member Development programme on track for re-assessment in 2010. In summary, the following recommendations were made:

- Develop an innovative and flexible approach to training delivery methods that take into account work-life balance tensions
- Evaluate the role that Members play in the determination of what and how development activity is provided
- Sharing learning within political groups in order to further increase capacity and support succession planning
- Review the budget for Member Development, given that the funding is slightly lower than the regional average, while the number of Members is the highest in the region.

In developing the Member Development Strategy many other factors have been taken into account to ensure that the plan is robust, achievable and flexible, and maintains clear links to the Council's priorities. The Strategy has been informed by in-depth research and consultation, taking into national, regional and local developments. A list of the key factors informing the Strategy can be found at Appendix 3.

DRAFT

Overview of the Strategy

A framework diagram, summarising the themes of the Strategy and showing how Member Development will work at Leeds, is shown overleaf.

The framework is based on four learning and development themes:

- An extended **induction programme** for new Members of Council and existing Members requiring a refresher. Although concentrated after the elections, core elements of the induction programme will be repeated throughout the year.
- A set of **core skills** which cover the basic areas of competency for all elected Members.
- A series of **role specific modules**, linked to the competencies necessary to fulfil the various roles on the Council which Members may be expected to undertake.
- **Personal development** through the provision of a comprehensive range of training and development activities linked to a Member's individual needs. These needs are identified by the individual through an annual directed discussion – either with their Deputy Group Whip or the Member Development Officer.

DRAFT

MEMBER DEVELOPMENT FRAMEWORK

Induction

Core Skills
Leading the community
Partnership working
Governing the City
Managing yourself
Leadership

PERSONAL DEVELOPMENT PLANS

Learning Options
Training courses
CD Roms/DVDs
E-Learning
Shadowing
Mentoring
Coaching
Books/Internet

Role-Specific
Scrutiny, Planning, Licensing,
Area Committee, Joint
Authorities etc

**Members' Seminars
Conferences**

Personal development

Regional Member Development Programme
IDeA Leadership Academy and
Local Leadership Academies
Diploma in Local Government
Modernisation

The strategy in detail

Induction Programme

It is important that prospective Members of Council understand the Council's commitment to, and arrangements for, training and developing its Members. In order to encourage commitment to the programme, new Members will be given advance notification of the dates planned for training and development activities so that they can plan their diaries accordingly.

Upon election, all new Members will be expected to participate in the induction programme. In order to provide a seamless programme of events, a common structure and format will be adopted and the programme will be co-ordinated centrally. This will ensure that each session has clear objectives, picks up on recurring themes and is fully integrated in the programme.

In cases where a Member is unable to complete one of the modules, arrangements will be offered for a personal briefing. Similarly, if a Member is elected at a by-election part way through the year a series of individual briefings will be offered. Any Members elected at by-elections will also be invited to participate in the following year's full induction programme.

Key induction modules (for example, briefings on the Code of Conduct) will be repeated throughout the year, so that Members have the opportunity to take part in any courses they may have missed. Where appropriate, induction modules will also be made available to existing Members, so that they refresh and update their skills over the course of their political careers.

In addition to this induction programme, which is provided for all Members of Council, the different political groups will make their own arrangements for providing induction and ongoing support, including mentoring if required, to their own Members.

Core Skills

Members need to demonstrate competence in the following five areas in order to carry out their roles effectively:

1. Leading the community

Community leadership is at the heart of the modern councillor's role. Recent emphasis on democratic participation encourages Members to contribute to neighbourhood management and the development of sustainable communities. Areas of focus for the development of this skill include:

- engaging and empowering the community
- community cohesion
- communication and public relations
- councillors as corporate parents.

2. Partnership working

There is a greater onus on Members to work closely with partner agencies such as the police, NHS and voluntary sector in order to deliver the requirements of the Leeds Strategic Plan. The success of joint initiatives is dependent on skills such as facilitation, conflict resolution and negotiating. Where appropriate, development of this skill area will involve joint activities with partner agencies.

3. Managing yourself

Councillors must juggle a number of conflicting priorities, and good organisational skills will enable them to cope well with the pressure of their role. Support is available to help them develop in the following areas:

- dealing with casework
- managing time
- using ICT
- managing meetings
- public speaking and presentation
- media and PR.

4. Governing the City

This competency comprises the regulatory and corporate governance responsibilities of all councillors. It includes areas such as managing risk, decision- and policy-making, local government finance and performance management. Members must also take personal responsibility by understanding, and adhering to the Code of Conduct in all areas of their public life, and development in this area is compulsory.

5. Leadership

This skill incorporates interpersonal skills, such as communication and chairing and may be taken to a higher level for those Members who aspire to move into senior roles within their political group. Development options include:

- mentoring
- coaching
- external programmes used to support political leadership development (such as IDeA Leadership Academy).

In addition, political leadership may be addressed in conjunction with the Council's 'top team'. This is likely to comprise joint events with top management that support team building and emphasise transformational leadership.

The core skills will be reviewed on an annual basis in order to ensure that they accurately reflect the changing roles of councillors, and are flexible enough to meet any changes in legislation or governance.

Role Specific Skills

These are skills related to specific roles on the Council. Members are encouraged to undertake specialist training when appointed to a role in order to ensure that they can discharge their duties effectively.

To support the development of councillors' roles, the Council has produced a generic role description for all Members; this is included at Appendix 2. The role description describes the elements of the role that are common to all Members and, in addition, recognises that individual Members will also be assigned particular functions such as Executive, Scrutiny, Deputy Executive Member or Regulatory responsibilities. These specific roles enable Members to develop expertise in a wide range of policy and service areas, whilst at the same time creating the need for a broad spectrum of high quality training and development support.

The identified roles which this programme supports are:

- Area Committee Chair
- Area Committee Member
- Company Director/Trustee representing the Council
- Corporate Governance and Audit Committee Member
- Deputy Executive Member
- Mayor and Deputy Mayor
- Regulatory Panel Member – Licensing*
- Regulatory Panel Member – Planning*
- Scrutiny Board Chair
- Scrutiny Board Member
- Standards Committee Member

Members appointed to joint authorities, such as the West Yorkshire Fire and Rescue Authority, will also be offered learning and development opportunities specific to these roles.

* Planning and Licensing training is compulsory for any Member appointed to those panels.

Personal Development

In order to identify individual learning and development needs, all Members are encouraged to undertake an annual review of their learning, performance and achievement. The actual process for achieving this may alter slightly from one political group to another, but will usually involve a focussed discussion between individual Members and their deputy Group Whip. Members are encouraged to use the Member Development Framework (see page 8) to help identify any skills gaps in the core skills areas. During personal development discussions, Members may also wish to consider future aspirations and identify training options to help them attain their goals. For example, a Member who wishes to become an Executive or Deputy Executive Member in the future could identify leadership development as a learning need.

The learning and development needs identified through Personal Development discussions will result in the creation of an individual Personal Development Plan (PDP) for each Member. All PDP data will be collated by the Member Development Officer in order to inform the Annual Learning and Development Plan, as well as being used to meet specific individual needs.

Learning and development methods

We recognise that each individual has a preferred learning style and where possible we will offer a range of delivery mechanisms. Below are some examples of the learning options available, in addition to training courses.

Flexible Learning

Alongside traditional courses, we are able to offer other forms of learning such as computer-based courses, access to books/periodicals, directed reading, listening to tapes or CDs, shadowing colleagues, mentoring or being mentored. These options provide a flexible approach for Members whose other commitments make it difficult to attend long courses.

Lunchtime Seminars

A series of briefing events for all Members will be available throughout the year on corporate and service-related themes. The precise content of these will be developed on a rolling basis by the Member Development Working Group, in order to ensure that, at the time of delivery, they are topical and relevant. These events are available to Members of Leeds City Council, co-opted Members and Parish Councillors.

External Conferences

In addition to the above programmes, each year the Council is represented by Members at over 50 National Conferences and Seminars. Many of these are annual conferences and are included on an 'approved list'. Others are arranged on an ad hoc basis to cover current issues. Members are usually nominated to attend by their Group Leaders.

Members attending a conference are required to indicate the perceived benefit, to themselves and the Council, by attending. They must also agree to provide written feedback on the key messages from the conference and for this information to be disseminated as appropriate in order to maximise the benefit to the Council of the expenditure.

Regional Member Development

A regional working group for Member Development in Yorkshire and the Humber (facilitated by Local Government Yorkshire and Humber and the Improvement and Development Agency) meets on a regular basis to share best practice and collaborate on appropriate shared events for Members. Initiatives include: cross-authority mentoring, development of a university course for councillors and joint induction events for new Members.

In addition to working with the regional group, the Council plans to host regional conferences or seminars in the future on issues affecting Members' learning and development. Sharing such events with neighbouring authorities and partner agencies provides economies of scale as well as encouraging networking opportunities and the sharing of good practice.

Developing and monitoring the strategy

Member Development Working Group

A cross-party Member Development Working Group was established in 2005 and meets on a regular basis. The purpose of the group is to ensure that elected Members are fully engaged in the formulation, monitoring and evaluation of Member development programmes. It aims to continuously improve the competency of Leeds City Council elected Members.

Member Management Committee

This Committee has responsibility for overseeing support to elected Members and, in particular, for the monitoring and evaluation of the strategy and advising on its continuing development.

Standards Committee

The Standards Committee has a particular responsibility for making arrangements for training in matters relating to codes and protocols and will therefore receive and monitor information relating to the training provided in this regard.

Member involvement

In addition to the formal mechanisms described above, it is important that individual Members have the opportunity to contribute to the development and review of the strategy. Examples of how Members can influence its future direction include; undertaking personal development reviews, evaluating learning events and discussing training and development issues in meetings or with the Member Development Officer.

Contacts and further information

The first point of contact for Members wishing to discuss learning and development issues is their Group Whip.

For general information with regard to Member Development in Leeds, or to make arrangements to access particular training modules or seminars, please contact:

Kay Sidebottom
Member Development Officer
1st Floor (West)
Civic Hall
Leeds LS1 1UR
Tel: 0113 39 50852

Further information about Member Development at Leeds can be found on the Council's intranet site. From the home page, click on the 'Member Development' link.

For information about Member Development in general:

www.idea.gov.uk

www.moderncouncillor.com

Appendix 1 - Measuring the success of the Strategy

The table below outlines the key areas to be measured and evaluated in order to determine the success of the strategy. The measurement criteria should be monitored and adjusted if necessary when the strategy is formally reviewed.

Aim	Action	Success Measure	Tools for Measuring	Timescale
1. Adopt a Member-led strategic approach to elected Member development	Provide a comprehensive and engaging Induction programme for newly elected Members of Council, which includes compulsory training on the Code of Conduct and for those appointed to regulatory boards	1a. 90% average attendance at all Induction sessions, or one-to-one sessions provided where Members cannot attend	Attendance records	Within 2 months of election
	Carry out personal development reviews with new Members following their induction and offer facilitated annual reviews to all other Members	1b. All new Members discuss personal training needs with their Group Whip or other nominated person	Reports to Member Development Group	Within one month of election
		1c. 75% of Members undertake an annual review of their personal training and development needs	Reports to Member Development Group	July – September each year
	Develop knowledge specifications which outline skills, knowledge and experience requirements for each Member role	1d. Knowledge specifications are in place for each specific councillor role (as outlined in this strategy). Knowledge specifications are used to determine training needs on appointment to a new role	Council Constitution Training needs analysis forms returned to MDO	December 2009 Within 1 month of appointment to a new role

Aim	Action	Success Measure	Tools for Measuring	Timescale
	Appropriately learn with external partners through cross authority and shared learning programmes (with bodies such as the health/police/voluntary sector and other community representatives)	1e. Minimum of three joint events take place each year, each achieving an evaluation rating of excellent or good	Event invitations Event evaluations	On-going
	Address political leadership and top team development by working with HR to deliver programmes of training which benefit both Members and officers. Examples include: <ul style="list-style-type: none"> • Programmes of events that support team building • Programmes of joint events with top management • Succession development programmes for potential lead position holders • External programmes to support political leadership development (such as the leadership academy or professional qualifications) 	1f. Each event has attendance figure of 80% or above with an evaluation rating of excellent or good. A three-month post event follow-up achieves the same rating	Event invitations Event evaluations	On-going
2. Commit to developing Members in order to achieve the Council's strategic outcomes and improvement priorities	Evaluate the role of Members in determining and learning and development activities eg: <ul style="list-style-type: none"> - Working Group develops suggestions which are implemented and evaluated - Scrutiny inquiry into Member Development is undertaken 	2a. Minimum of 80% of Member Development initiatives are derived from Working Group recommendations 2b. Scrutiny inquiry into Member Development carried out by December 2009	Minutes of Working Group meetings Reports to appropriate Scrutiny Board	Ongoing December 2009
	Learning is effectively disseminated by Members. Feedback and learning points from external learning events and conferences are shared with others.	2c. All Members provide feedback when attending external learning events 2d. All feedback comments are disseminated to others via the Member Development intranet site	Evaluation forms Intranet site	Ongoing

Aim	Action	Success Measure	Tools for Measuring	Timescale
	All Members are offered role-specific training on appointment to a new role	2e. All Members receive role-specific training within two weeks of appointment to a new role	Attendance records Quarterly training reports	On appointment to the role
3. Have a member learning and development plan in place that clearly identifies the difference development activities will make	<p>Training programmes are available at a range of times allowing access by different groups including those who work</p> <p>Different methods of training are on offer, that respond to individual member needs and learning styles</p>	3a. 75% of training events are repeated in the evening. Where an event is only available in working hours, alternative learning options are available (written materials; e-learning; audio cd etc).	<p>Annual training plan</p> <p>Attendance records</p> <p>Activity reports from e-learning systems (such as ModernCouncillor.com)</p>	Ongoing
4. Demonstrate that learning and development is effective in building capacity	An effective evaluation strategy is in place that analyses costs and benefits from Member training and development and includes case studies of how training and development has impacted on performance	<p>4a. Feedback forms completed for every training event.</p> <p>4b. Three-month follow-up forms are completed for each learning programme (induction; planning training etc)</p> <p>4c. Three case studies per quarter are produced and published on the Intranet.</p>	<p>Reports to Member Management Committee</p> <p>Working Group meeting minutes</p> <p>Post-course evaluation</p> <p>Exit interviews with retiring councillors</p>	December 2008

Aim	Action	Success Measure	Tools for Measuring	Timescale
5. Address wider development matters to promote work-life balance and citizenship.	Assist those with family responsibilities by providing: - information about the role and responsibilities of elected Members to prospective candidates - Members handbook outlines arrangements that support those with family responsibilities - an Induction event and/or supporting materials for the family of newly elected Members	5a. Candidate pack and handbook available and published on website by end of January 2009 5b. Induction event and/or supporting materials offered in June 2009	Candidate pack on Council web-site Members Handbook Event invitations/ documentation	January 2009 June 2009

DRAFT

APPENDIX 2 - LEEDS CITY COUNCILLOR – ROLE DESCRIPTION¹

Key tasks for all Councillors - *all Members of Council will undertake the following:*

- Represent the interests of the Ward for which he/she was elected, and deal with constituents' enquiries and representations, in a manner he/she considers appropriate to the circumstances.
- Fulfil the statutory requirements of any elected Member of Council, as contained within the Members' Code of Conduct, and the local requirements of a Leeds Member as contained within the Council's constitutional arrangements.
- Contribute to Council wide decisions (by participating in meetings of full Council, the remit of which includes deciding the budget and policy framework of the Council, and determining the constitutional arrangements of the Council).
- Contribute to local decisions (by participating in the area committee relating to the Ward for which the Councillor was elected)
- Develop such working knowledge of the Council's services, management arrangements, powers and duties as is necessary in order to perform effectively as a City Councillor.²

Additional tasks - *with his/her agreement, a Member of Council may be assigned some or all of the following specific tasks*

- Contribute to the Council's Overview and Scrutiny Function (by participating as a member of a Scrutiny Board in the scrutiny of the policies, decisions and performance of the Council or of health related services provided to the population of Leeds).
- Contribute to the Council's Regulatory Function (by participating as a member of one of the Council's panels relating to its planning, personnel, licensing and other regulatory activities).
- Contribute to the to the development of high standards of conduct for Councillors (by participating as a member of the Standards Committee)
- Contribute to the recruitment and selection of the Council's most senior officers (by participating as a member of ad hoc Appointments Committees).
- Contribute to the running of partnership bodies and outside bodies (by participating as a member of any such organisations to which he/she has been appointed by the Council).

¹ All Leeds City Councillors are entitled to the payment a basic allowance in recognition of undertaking a range of tasks. These comprise tasks which are common to all Councillors and a number of additional tasks which will vary from Member to Member. Details of these tasks are contained within this role description. In addition, some Members are allocated roles which carry with them specific additional responsibilities, entitling them to payment of a Special Responsibility Allowance. These are detailed elsewhere within the Council's Members Allowances Scheme.

² The Council's Member Development Strategy offers all Councillors the opportunity to participate in a range of training and development activities in support of the tasks contained within this role description; for some specific activities, participation is considered to be an essential requirement.

Appendix 3 - Analysis of drivers affecting Member Development

The key factors shaping the future of Member development, and therefore the development of this strategy, are summarised in the table below:

Political	Economic
<ul style="list-style-type: none"> ▪ Local Government and Public Involvement in Health Act 1997 ▪ Comprehensive Area Assessment and other inspections ▪ Councillors Commission report ▪ Region and city region agendas ▪ Leeds Strategic Plan / Local Area Agreement / Council Business Plan ▪ Place-shaping 	<ul style="list-style-type: none"> ▪ Efficiency improvements and Value for Money ▪ Council Improvement Agenda ▪ Commissioning, Local Area Agreement and joint budgets ▪ Region and city region agendas
Social	Technological
<ul style="list-style-type: none"> ▪ Work-life balance ▪ Community involvement, engagement and participation ▪ Equality and diversity ▪ Community cohesion ▪ Casework ▪ Children Act and health ▪ Corporate parenting ▪ Corporate social responsibility 	<ul style="list-style-type: none"> ▪ ICT and possible future changes to councillors' package ▪ Remote / mobile working ▪ PDAs ▪ Vasco tokens ▪ Delivery methods for training – CDs, e-learning, pod-casts ▪ Members portal ▪ Intranet ▪ Casework system
Legal	Environmental
<ul style="list-style-type: none"> ▪ Code of Conduct ▪ Ethical framework and ethical audit ▪ Governance ▪ Regulatory role ▪ Changes to the constitution ▪ Changes to legislation 	<ul style="list-style-type: none"> ▪ Changing councillor roles ▪ Changing relationships with central government ▪ Different political roles eg Executive Board, Scrutiny, Area Committee ▪ Sustainability and climate change

Members may wish to note that the place was previously allocated to the Liberal Democrat Group.

3.5 David Young Community Academy

3.6 At the last meeting of this Committee Members asked that officers contact the academy to establish if an additional place could be allocated to the Council on the Governing Body of the David Young Community Academy.

3.7 Officers have been advised by the Academy that;

“the decision to appoint an additional place on the Governing Body is not within the remit of the Governors, but would be a matter for consideration by our sponsors, the Diocese of Ripon and Leeds. It would also be a lengthy process as it would require application to the DCSF to alter the Funding Agreement of the Academy.

The matter has been brought to the attention of the Diocese and it is with regret that we confirm to you that this would not be sanctioned at this current point in time.”

3.8 Members are asked to note the current position in relation to appointments to the David Young Community Academy.

3.9 Environment Agency – Ridings Area Environment Group

3.10 At the meeting in June Councillor Barry Anderson was appointed to the above Group as the Councils representative.

3.11 The Council have subsequently been notified that the Group has been disbanded and therefore no representation is required. Councillor Anderson has been notified that the Group has been disbanded.

3.12 Members are asked to note the current position in relation to appointments to the Environment Agency – Ridings Area Environment Group.

3.13 Leeds College of Art & Design

3.14 At the meeting in June Councillor Graham Hyde was appointed to the above College as the Councils representative.

3.15 The Council have subsequently been advised that the College adopted a new Instrument & Articles of Government at the end of 2007. The Instrument removed the specified categories for governors of FE Colleges, other than those for staff and student membership. Instead, Colleges have flexibility to recruit governors with the skills and knowledge required to carry out their functions and as a result, the College will not, routinely have available a place for a nominee of the City Council.

3.15 Councillor Hyde was advised that his term of office terminated on 28th March 2008 and the College also wrote to him thanking him for his valued service.

3.16 Members are asked to note the current position in relation to appointments to the Leeds College of Art and Design.

3.17 Normandy Veterans Association – Leeds Branch

3.18 The Leader of Council has been approached by the Honorary Secretary of the Leeds Branch of the Normandy Veterans Association asking if the Council would appoint Councillor Brenda Lancaster as the Councils representative for forthcoming veterans events in Leeds.

- 3.19 The Association have informed the Council that Councillor Lancaster has long been associated with the Veterans Association and knows of their aims and achievements and would be an excellent appointment.
- 3.20 In accordance with the Appointment to Outside Bodies Procedure Rules Members are asked to consider whether the Council would wish to appoint to this Association and if so consider whether that appointment should be Councillor Lancaster.
- 3.21 Appointments Made Since June 2008

Members are advised that since the last meeting of the Committee the following change of appointments have been confirmed by the Assistant Chief Executive(Corporate Governance) in accordance with the Appointments to Outside Bodies Procedure Rules (4.6)

<u>Outside Body</u>	<u>Member Appointed</u>	<u>Member Replaced</u>	<u>Date</u>
WYPTA – Social Services Liaison Group	Cllr S Armitage	Cllr A McKenna	10/7/2008
Lord Mayors Charity	Cllr Bentley	Cllr Hamilton	11/7/2008
Yorkshire Tourist Board	Cllr Monaghan	Cllr Downes	11/7/2008
Adoption Panel Elmete	Cllr Chastney	Cllr Lancaster	20/8/2008
Renew	Cllr Lobley	Cllr J L Carter	29/8/2008

4.0 IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE

- 4.1 The member appointments referred to in 3.1 to 3.21 are in accordance with the Council's Constitution and as detailed in the Appointments to Outside Body Procedure Rules. Members will also be advised of the need to update their entry in the Members register of interests.

5.0 LEGAL AND RESOURCE IMPLICATIONS

- 5.1 There are no specific legal or resource implications in relation to these appointments.

6.0 RECOMMENDATION

- 6.1 Members are asked to consider the current position in relation to Elected Member appointments to outside bodies detailed in Appendix 1.
- 6.2 Members are asked to note the change of appointments since the last meeting of the Committee as detailed in 3.21 of the report.

BACKGROUND PAPERS

Appointment to Outside Bodies Procedure Rules

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OUTSIDE BODIES RESERVED TO THE MEMBER MANAGEMENT COMMITTEE

Outside Body	Restricted Appointment	Nature of Restriction	No of Places	Review Date	Date Appointed	Nominee in 2008/9	Group Allocation 2008/9
Adoption Panel – Elmete	No	No	2	May-09	Aug-08	Ben Chastney	Lib Dem
				May-09	Jun-08	Eileen Taylor	Lab
Adoption Panel - Leodis	No	No	2	May-09	Jun-08	Mick Coulson	Lab
				May-09	Jun-08	Lucinda Yeadon	Lab
Adoption Panel – Skyrack	No	No	2	May-09	Jun-08	Valerie Kendall	Con
				May-09	Jun-08	Whips nominee	Con
Affordable Housing Strategic Partnership Board	No	No	3	May-09	Jun-08	Andrew Carter	Con
				May-09	Jun-08	Richard Lewis	Lab
				May-09	Jun-08	Richard Brett	Lib Dem
Airport Consultative Committee	No	No	1	May-09	Jun-08	Brian Cleasby	Lib Dem
Allotments Working Party	No	No	1	May-09	Jun-08	Stuart Golton	Lib Dem
ALMO - East/North East	Yes	Conservative	4	May-09	Jun-08	Paul Wadsworth	Con
		Conservative		May-09	Jun-08	Gerald Wilkinson	Con
		Labour		May-09	Jun-08	Graham Hyde	Lab
		Lib Democrat		May-09	Jun-08	David Hollingsworth	Lib Dem
Aire Valley Homes Leeds (formerly known as South South East Homes Leeds)	Yes	Lib Democrat	4	May-09	Jun-08	Stewart Golton	Lib Dem
		MBI		May-09	Jun-08	Robert Finnigan	MBI
		Labour		May-09	Jun-08	Peter Gruen	Labour
		Labour		May-09	Jun-08	Geoff Driver	Labour
ALMO - West/North West Homes	Yes	Conservative	4	May-09	Jun-08	Barry Anderson	Con
		Green		May-09	Jun-08	Ann Blackburn	Green
		Lib Democrat		May-09	Jun-08	Judith Chapman	Lib Dem
		Labour		May-09	Jun-08	Alison Lowe	Lab
Alzheimers Society Management Committee	No	No	1	May-09	Jun-08	Brenda Lancaster	Lib Dem
Arthur Louis Aaron Memorial Fund.	No	No	1	May-09	Jun-08	Ronald Feldman	Con
Association Of Blind Asians	No	No	1	May-09	Jun-08	mohammed iqbal	Lab
Association Of West Yorkshire Authorities	Yes	Leader	3	May-09	Jun-08	Richard Brett	Lib Dem
	in part	1 Place		May-09	Jun-08	Keith Wakefield	Lab
				May-09	Jun-08	Andrew Carter	Con
Bradford University Court	No	No	3	May-09	Jun-08	Vacancy	Unallocated
				May-09	Jun-08	Geoff Driver	Lab
				May-09	Jun-08	Brian Cleasby	Lib Dem
Brotherton Collection Advisory Committee	No	No	1	May-09	Jun-08	Bernard Atha	Lab
Care And Repair (Leeds)	No	No	1	May-09	Jun-08	Ralph Pryke	Lib Dem
Children's Advisory Panel	Yes	Executive Member (Childrens Services) or 1 Place	5	May-09	Jun-08	Judith Elliot	MBI
	in part			May-09	Jun-08	Mick Coulson	Lab
				May-09	Jun-08	Brian Selby	Lab
				May-09	Jun-08	Brenda Lancaster	Lib Dem
				May-09	Jun-08	Gerald Wilkinson	Con

Outside Body	Restricted Appointment	Nature of Restriction	No of Places	Review Date	Date Appointed	Nominee in 2008/9	Group Allocation 2008/9
	Y/N						
Chinese Community Association	No	No	1	May-09	Jun-08	Neil Taggart	Lab
Clarke Hall Government Committee	No	No	1	May-09	Jun-08	Colin Campbell	Lib Dem
Chamber of Commerce	Yes	Executive Member Development & Regeneration or	1	May-09	Jun-08	Andrew Carter	Con
The Alliance for Regional Aid (formerly known as the Coalfield Communities Campaign Regional Executive)	No	No	1	May-09	Jun-08	Keith Parker	Lab
Community Links	No	No	1	May-09	Jun-08	John Bale	Con
Craft Centre And Design Gallery	No		3	May-09	Jun-08	Judith Elliott	MBI
				May-09	Jun-08	Bernard Atha	Lab
				May-09	Jun-08	Graham Latty	Con
Crossroads (Leeds) Ltd	No		1	May-09	Jun-08	Vacancy	
Cycling Consultative Forum	No		1	May-09	Jun-08	Stuart Andrew	Con
David Young Academy Governing Body	no		1	Apr-08	Apr-04	Peter Gruen	Lab
Dial Leeds	No	No	1	May-09	Jun-08	Vacancy	Green
Early Years Development Partnership	No	No	3	May-09	Jun-08	Richard Harker	Lib Dem
				May-09	Jun-08	Lisa Mulherin	Lab
				May-09	Jun-08	Whip Nominee	Con
Fostering Panel - East Leeds	No	No	1	May-09	Jun-08	Vacant	Con
Fostering Panel - Rawdon	No	No	1	May-09	Jun-08	Mick Coulson	Labour
Fostering Panel - South Leeds	No	No	1	May-09	Jun-08	Brian Cleasby	Lib Dem
Friends Of Leeds City Museum	No	No	3	May-09	Jun-08	Barry Anderson	Con
				May-09	Jun-08	Elizabeth Nash	Lab
				May-09	Jun-08	Don Wilson	Lib Dem
Green Leeds	No		4	May-09	Jun-08	adam ogilvie	Lab
				May-09	Jun-08	Sue Bentley	Lib Dem
				May-09	Jun-08	David Blackburn	Green
				May-09	Jun-08	Barry Anderson	Con
Harrison & Potter Trust /Josiah Jenkinson Charity	No	No	1	May-09	Jun-08	Vacancy	
Homestart Leeds	No	No	1	May-09	Jun-08	Vacancy	
IGEN	No	No	1	May-09	Jun-08	Tom Murray	Lab
Investigation of Air Pollution Standing Conference	Yes	Executive Member Development & Regeneration or nominee	1	May-09	Jun-08	Barry Anderson	Con

OUTSIDE BODIES RESERVED TO THE MEMBER MANAGEMENT COMMITTEE

Outside Body	Restricted Appointment	Nature of Restriction	No of Places	Review Date	Date Appointed	Nominee in 2008/9	Group Allocation 2008/9
Joint Consultative Committee (Teachers)	Yes	Exec Member Childrens Services or Nominee	5	May-09	Jun-08	Lisa Mulherin	Lab
	(in part)	1 place			Jun-08	Jane Dowson	Lab
					Jun-08	William Hyde	Con
					Jun-08	Brian Cleasby	Lib Dem
			Jun-08	Richard Harker	Lib Dem		
Joseph Priestley College Governing Body	No	No	2	May-09	Jun-08	Lisa Mulherin	Lab
					Jun-08	Robert Finnigan	MBI
Lady Elizabeth Hastings Educational Foundation	No	No	1	May-09	Jun-08	Mr Michael Fox	
Leeds Admissions Forum	No	No	5	May-09	Jun-08	Peter Gruen	Lab
					Jun-08	Robert Finnigan	MBI
					Jun-08	Mick Coulson	Lab
					Jun-08	Alec Shelbrooke	Con
			Jun-08	Richard Harker	Lib Dem		
Leeds Ahead Board	Yes	Exec Member - Narrowing the Gap or nominee	1	May-09	Jun-08	Mark Harris	Lib Dem
Leeds Art Collections Fund	No	No	1	May-09	Jun-08	John Procter	Con
Leeds Childrens Holiday Camp Association	No	No	1	May-09	Jun-08	Chris Townsley	Lib Dem
Leeds Citizens Advice Bureau	No	No	2	May-09	Jun-08	Vacant	Lib Dem
					Jun-08	Alison Lowe	Lab
Leeds Civic Arts Guild	No	No	1	May-09	Jun-08	Roger Harington	Lab
Leeds College of Building	No	No	1	May-09	Jun-08	Mark Dobson	Lab
Leeds College Of Technology Governing Body	No	No	1	May-09	Jun-08	Clive Fox	Con
Leeds Community Equipment Service Partnership Board	No	No	2	May-09	Jun-08	debra coupar	Lab
					Jun-08	Brenda Lancaster	Lib Dem
Leeds Community Foundation	Yes	Exec Member - Narrowing the Gap or nominee	1	May-09	Jun-08	Mark Harris	Lib Dem
Leeds Faith Forum	No	No	1	May-09	Jun-08	mohammed iqbal	Lab
LGA General Assembly	Yes	Con group	4	May-09	Jun-08	Barry Anderson	Con
		all places		May-09	Jun-08	Stuart Golton	Lib Dem
		Labour group		May-09	Jun-08	Keith Wakefield	Lab
		MBI group		May-09	Jun-08	Robert Finnigan	MBI
LGA Urban Commission	Yes	Executive Member Development & Regeneration or nominee	1	May-09	Jun-08	Andrew Carter	Con

OUTSIDE BODIES RESERVED TO THE MEMBER MANAGEMENT COMMITTEE

Outside Body	Restricted Appointment Y/N	Nature of Restriction	No of Places	Review Date	Date Appointed	Nominee in 2008/9	Group Allocation 2008/9	
Leeds Grand Theatre Board And Opera House Board Of Management	Yes - all places	Chair to be the relevant Executive Board member	5	May-2010	Jun-08	John Procter	Con	
				May 2009	Jun-08	Judith Blake	Lab	
				May 2010	Jun-08	Peter Harrand	Con	
				May 2009	Jun-08	Chris Townsley	Lib Dem	
				May 2008	Jun-08	Bob Gettings	MBI	
Leeds Grand Theatre Enterprises Ltd	Yes all places	Members of Grand Theatre Board - Chair to be Chair of the Board	3	May-09	Jun-08	John Procter	Con	
				May-09	Jun-08	Judith Blake	lab	
				May-09	Jun-08	Chris Townsley	Lib Dem	
				May-09	Jun-08	Geoff Driver	Lab	
				May-09	Jun-08	Keith Wakefield	Lab	
	Groundwork Leeds	No	No	6	May-09	Jun-08	Jane Dowson	Lab
					May-09	Jun-08	Ann Blackburn	Green
					May-09	Jun-08	Steve Smith	Lib Dem
					May-09	Jun-08	Ralph Pryke	Lib Dem
					May-09	Jun-08		
Leeds Housing Concern	Yes	Exec Member Neighbourhoods and Housing or Nominee	1	May-09	Jun-08	Exec Member or nominee	Con	
Leeds in Bloom/Leeds Floral Initiative	No	No	1	May-09	Jun-08	Frank Robinson	Con	
Leeds Initiative Assembly	Yes	Party Leaders or nominee 3 places	3	May-09	Jun-08	Keith Wakefield	Lab	
				May-09	Jun-08	Richard Brett	Lib Dem	
				May-09	Jun-08	Andrew Carter	Con	
Leeds Initiative - Executive	Yes	Party Leaders or nominee	3	May-09	Jun-08	Richard Brett	Lib Dem	
				May-09	Jun-08	Andrew Carter	Con	
				May-09	Jun-08	Keith Wakefield	Lab	
Leeds Initiative going up a league Board	Yes	Party Leaders or nominee	3	May-09	Jun-08	Andrew Carter	Con	
				May-09	Jun-08	Richard Brett	Lib Dem	
				May-09	Jun-08	Judith Blake	Lab	
Leeds Initiative Narrowing the Gap Board	Yes	Party Leaders or nominee	3	May-09	Jun-08	Andrew Carter	Con	
				May-09	Jun-08	Richard Brett	Lib Dem	
				May-09	Jun-08	Keith Wakefield	Lab	
Leeds Initiative - Children Leeds Partnership	No		4	May-09	Jun-08	Stewart Golton	Lib Dem	
				May-09	Jun-08	Richard Harker	Lib Dem	
				May-09	Jun-08	Ruth Feldman	Con	
				May-09	Jun-08	Lisa Mulhern	Lab	
Leeds Initiative - Skills and Economy Partnership	No		3	May-09	Jun-08	Barry Anderson	Con	
				May-09	Jun-08	Stewart Golton	Lib Dem	
				May-09	Jun-08	Jim McKenna	Lab	
Leeds Initiative - Culture Partnership	No		3	May-09	Jun-08	John Procter	Con	
				May-09	Jun-08	Alan Taylor	Lib Dem	
				May-09	Jun-08	Roger Harrington	Lab	
Leeds Initiative - Healthy Leeds Partnership	No		3	May-09	Jun-08	Peter Harrand	Con	
				May-09	Jun-08	Pauleen Grahame	Lab	
				May-09	Jun-08	Brenda Lancaster	Lib Dem	
Leeds Initiative - Safer Leeds Partnership	No		3	May-09	Jun-08	J L Carter	Con	
				May-09	Jun-08	M Rafique	Lab	
				May-09	Jun-08	Whips nominee	Lib Dem	

Outside Body	Restricted Appointment	Nature of Restriction	No of Places	Review Date	Date Appointed	Nominee in 2008/9	Group Allocation 2008/9
	Y/N						
Leeds Initiative Transport Partnership	No		4	May-09	Jun-08	Andrew Carter	Con
				May-09	Jun-08	Judith Blake	Lab
				May-09	Jun-08	David Blackburn	Green
				May-09	Jun-08	Ryk Downes	Lib Dem
Leeds Initiative - Climate Change	No		3	May-09	Jun-08	Steve Smith	Lib Dem
				May-09	Jun-08	Barry Anderson	Con
				May-09	Jun-08	Adam Oglvie	Lab
Leeds Architecture and Design Initiative	None		5	May-09	Jun-08	Andrew Carter	Con
				May-09	Jun-08	Stuart Andrew	Con
				May-09	Jun-08	Clive Fox	Con
				May-09	Jun-08	Colin Campbell	Lib Dem
				May-09	Jun-08	Peter Gruen	Lab
Leeds Jewish Care Services	No	No	1	May-09	Jun-08	Ronald Feldman	Con
Leeds Learning Disabilities Partnership Board	Yes	Executive Member (Adult Health & Social Care) or nominee	5	May-09	Jun-08	Peter Harrand	Con
	in part	1 Place		May-09	Jun-08	debra coupar	Lab
				May-09	Jun-08	Brian Selby	Lab
				May-09	Jun-08	Vacancy	Unallocated
				May-09	Jun-08	Vacancy	Unallocated
Leeds Local Access Forum	No	No	2	May-09	Jun-08	Clive Fox	Con
				May-09	Jun-08	Jack Dunn	Lab
Leeds Mind	No	No	1	May-09	Jun-08	Vacancy	Green
Leeds Parish Church Exhibition Foundation	No	No	1	May-09	Jun-08	Marian Monks	Non Cllr
Renewal Leeds Limited	Yes	Exec Member Neighbourhoods and Housing or Nominee	1	May-09	Jun-08	J L Carter	Con
Leeds Philharmonic Society	No	No	1	May-09	Jun-08	Richard Harker	Lib Dem
Leeds International Pianoforte Competition Committee	No	No	2	May-09	Jun-08	Martin Hamilton	Lib Dem
				May-09	Jun-08	Elizabeth Nash	Lab
Leeds Racial Equality Council	Yes (in part)	Exec Member Central and Corporate	2	May-09	Jun-08	Vacancy	Lib Dem
		1 place		May-09	Jun-08	Mohammed Iqbal	Lab
Leeds Schools Foundation	Yes	Exec Member Learning or Nominee	1	May-09	Jun-08	Richard Harker	Lib Dem
Leeds Schools Sports Association	No	No	2	May-09	Jun-08	Vacant	
				May-09	Jun-08	Roger Harington	Lab
Leeds Sports Federation	No	No	6	May-09	Jun-08	Denise Atkinson	Lab
				May-09	Jun-08	Roger Harington	Lab
				May-09	Jun-08	Patrick Davey	Lab
				May-09	Jun-08	Vacancy	Lib Dem
				May-09	Jun-08	Vacancy	Con
				May-09	Jun-08	Gerald Wilkinson	Con
Leeds University Court	No	No	2	May-09	Jun-08	Penny Ewens	Lib Dem
				May-09	Jun-08	Bill Hyde	Con
Leeds Women's Aid	No	No	1	May-09	Jun-08	Andrea McKenna	Lab
Local Construction And Training Agency	Yes	Exec Member Neighbourhoods and Housing or Nominee	1	May-09	Jun-08	J L Carter or Nominee	Con
Lord Mayor Of Leeds Appeal Fund	No	No	3	May-09	Jun-08	Peter Gruen	Lab
				May-09	Jun-08	John Procter	Con
				May-09	Jul-08	Sue Bentley	Lib Dem
National Association of Councillors	No		3	May-09	Jun-08	Suzi Armitage	Lab
				May-09	Jun-08	Whips nominee	Con
				May-09	Jun-08	Whips nominee	Lib Dem
National Coal Mining Museum For England Liaison Committee	No	No	1	May-09	Jun-08	Keith Parker	Lab
Neighbourhood Renewal Board - Aire Valley	Yes	Exec Member Neighbourhoods and Housing or Nominee	1	May-09	Jun-08	J L Carter	Con

OUTSIDE BODIES RESERVED TO THE MEMBER MANAGEMENT COMMITTEE

Outside Body	Restricted Appointment	Nature of Restriction	No of Places	Review Date	Date Appointed	Nominee in 2008/9	Group Allocation 2008/9
	Y/N						
		Executive Member Development & Regeneration or nominee	1	May-09	Jun-08	A Carter	Con
		Local Ward Member	1	May-09	Jun-08	D Hollinsworth	Lib Dem
		Labour Group Nominees	2	May-09	Jun-08	G Driver	Lab
				May-09	Jun-08	debra couper	Lab
Beeston Hill and Holbeck Regeneration Partnership Board	Yes	Ward Members	2	May-09	Jun-08	Adam Ogilvie	Lab
				May-09	Jun-08	Angela Gabriel	Lab

OUTSIDE BODIES RESERVED TO THE MEMBER MANAGEMENT COMMITTEE

Outside Body	Restricted Appointment	Nature of Restriction	No of Places	Review Date	Date Appointed	Nominee in 2008/9	Group Allocation 2008/9
	Y/N						
Neil Bank Centre Trust	No	No	1	May-09	Jun-08	Mick Coulson	Lab
National Parking Adjudication Service Committee	Yes	Executive Member whose portfolio includes Parking services or nominee	1	May-09	Jun-08	Steve Smith	Lib Dem
National Society For Clean Air Divisional Council	No	No	1	May-09	Jun-08	Barry Anderson	Con
North Regional Association For Sensory Support	No	No	1	May-09	Jun-08	Peter Harrand	Con
Northern College - Board Of Governors	No	No	1	May-09	Jun-08	James McKenna	Lab
Northern College - Policy And Finance Committee	No	No	1	May-09	Jun-08	James McKenna	Lab
Northern College - Joint Liaison Group	No	No	1	May-09	Jun-08	James McKenna	Lab
Nuclear Free Zones English Forum	No	No	1	May-09	Jun-08	Ralph Pryke	Lib Dem
Park Lane College	No	No	1	May-09	Jun-08	Penny Ewens	Lib Dem
People First	No	No	1	May-09	Jun-08	Jane Dowson	Lab
Public Rights of Way Forum	No	No	1	May-09	Jun-08	Clive Fox	Con
Re'new	Yes	Exec Member (Neighbourhoods and Housing) or nominee	1	May-09	Aug-08	Matthew Lobley	Con
Reserve Forces And Cadets Association For Yorkshire & Humberside	No	No	1	May-09	Jun-08	Bill Hyde	Con
Robert Salter Charity	No	No	3	May-09	Jun-08	Richard Lewis	Lab
				May-09	Jun-08	Whip Nominee	Con
				May-09	Jun-08	Whip Nominee	Con
Roseville Enterprises Board Of Management	Yes	Executive Member (Adult Health & Social Care) or nominee	5	May-09	Jun-08	Clive Fox	Con
	in part			May-09	Jun-08	Don Wilson	Lib Dem
				May-09	Jun-08	David Blackburn	Green
				May-09	Jun-08	Debra Coupar	Labour
				May-09	Jun-08	Robert Finnigan	MBI
SIGOMA	Yes	Leader of Council	1	May-09	Jun-08	Richard Brett	Lib Dem

Outside Body	Restricted Appointment	Nature of Restriction	No of Places	Review Date	Date Appointed	Nominee in 2008/9	Group Allocation 2008/9
Simeon Gaunt Memorial Music Festival Charity	No	No	3	May-09	Jun-08	Andrew Carter	Con
				May-09	Jun-08	Josephine Jarosz	Lab
				May-09	Jun-08	Mr Cornforth	Con
South Leeds Team Ministry	No	No	1	May-09	Jun-08	Unallocated	
Standing Advisory Council on Religious Education	No	No	4	May-09	Jun-08	Brian Selby	Lab
				May-09	Jun-08	Geoff Driver	Lab
				May-09	Jun-08	Peter Harrand	Con
Aire Action Leeds (formerly State of the River Management Committee)	No	No	1	May-09	Jun-08	Richard Harker	Lib Dem
						Stuart Golton	Lib Dem
Swarthmore Educational Centre	No	No	2	May-09	Jun-08	Penny Ewens	Lib Dem
				May-09	Jun-08	Vacancy	Unallocated
The Charities Of Thomas Wade And Others	No	No	3	May-09	Jun-08	Bill Hyde	Con
				May-09	Jun-08	Alan Taylor	Lib Dem
				May-09	Jun-08	Ann Blackburn	Green
Leeds Thomas Danby	No	No	1	May-09	Jun-08	Tom Murray	Lab
Touchstone	No	No	1	May-09	Jun-08	Vacancy	Unallocated
Trustees Of Joshua Crabtree's Charity	No	No	2	May-09	Jun-08	Colin Campbell	Lib Dem
				May-09	Jun-08	Vacancy	Unallocated
Voluntary Action Leeds	No	No	3	May-09	Jun-08	Jane Dowson	Lab
				May-09	Jun-08	Whip nominee	Con
				May-09	Jun-08	Greg Mulholland	Lib Dem
West Yorkshire Culture	Yes	Proposed to be Executive Member (Leisure) or nominee	1	May-09	Jun-08	Proposed to be Executive Member (Leisure)	Con
West Yorkshire Market Renewal Board	No	No	1	May-09	Jun-08	Vacancy	Unallocated
West Yorkshire Playhouse Theatre Board	Yes	Exec Member Leisure or Nominee 1 place	4	May-09	Jun-08	Martin Hamilton	Lib Dem
				May-09	Jun-08	Valerie Kendall	Con
				May-09	Jun-08	Steve Smith	Lib Dem
West Yorkshire Rural Partnership	No	No	1	May-09	Jun-08	Terry Grayshon	MBI
						Mick Coulson	Lab
West Yorkshire Valuation Tribunal (Appointments Panel)	No	No	1	May-09	Jun-08	Mick Coulson	Lab

OUTSIDE BODIES RESERVED TO THE MEMBER MANAGEMENT COMMITTEE

Outside Body	Restricted Appointment	Nature of Restriction	No of Places	Review Date	Date Appointed	Nominee in 2008/9	Group Allocation 2008/9
	Y/N						
William Merritt Disabled Living Centre and Mobility Service	No	No	1	May-09	Jun-08	Vacancy	Unallocated
Wypta Education Liaison Group	No	No	1	May-09	Jun-08	Sue Bentley	Lib Dem
Wypta Highways And Planning Liaison Group	No	No	1	May-09	Jun-08	Anne Blackburn	Green
Wypta Local Transport Plan Steering Group	Yes	Executive Member Development & Regeneration or nominee	1	May-09	Jun-08	Stuart Andrew	Con
Wypta Social Services Liaison Group	No	No	1	May-09	Jun-08	Andrea Harrison	Labour
Wypta Taxi Liaison Group	No	No	1	May-09	Jun-08	Vacancy	Green
Wypta Passenger Transport Consultative Committee	No	No	4	May-09	Jun-08	James McKenna	Lab
				May-09	Jun-08	James Lewis	Lab
				May-09	Jun-08	Whips nominee	Lib Dem
Yorkshire And Humberside Association Of Education Authorities	Yes in part	Exec Member Learning or Nominee	2	May-09	Jun-08	C Fox	Con
				May-09	Jun-08	Bill Hyde	Con
Yorkshire and Humberside Asylum Seekers Reference Group	No	No	1	May-09	Jun-08	Richard Harker	Lib Dem
Yorkshire and Humberside Regional Broadband Joint Committee	No	No	1	May-09	Jun-08	Vacancy	Unallocated
Yorkshire And Humber Employers Committee (formerly Regional Council)	Yes	Exec Member Central and Corporate or nominee	3	May-09	Jun-08	Stewart Golton	Lib Dem
				May-09	Jun-08	James Lewis	Lab
Yorkshire Indoor Cricket School	No	No	3	May-09	Jun-08	Whips nominee	Con
				May-09	Jun-08	Keith Parker	Lab
Yorkshire Power Stations Joint Environmental Committee	Yes	Exec Member Neighbourhoods and Housing or Nominee	1	May-09	Jun-08	Ronald Feldman	Con
				May-09	Jun-08	Chris Townsley	Lib Dem
Yorkshire Regional Flood Defence Committee	Yes	Executive Member Development & Regeneration or nominee	1+ 1 sub	May-09	Jun-08	Barry Anderson	Con
			sub	May-09	Jun-08	Ralph Pryke	Lib Dem
Yorkshire Tourist Board	Yes	Exec Member Leisure or Nominee	1	May-09	Jul-08	Vacancy	
Local Government Yorkshire and Humber(Leader of Council)	Yes	Leader of Council	1	May-09	Jun-08	James Monaghan	Lib Dem
				May-09	Jun-08	Richard Brett	Lib Dem
				May-09	Jun-08	Andrew Carter	Con

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