

Member Development Annual Report

2007-2008

Foreword

I am proud to present the second Member Development Annual Report. This report explains our successes in Member Development over the last municipal year – how we have built on our achievement of the Improvement and Development Agency's Charter for Member Development and worked to further embed the aims and principles of the Charter into our everyday work. It also explains our plans for the future and how we will respond to the significant changes taking place in local government.

The role of an elected Member is complex and demanding. In order to support Members in their varying roles and to continually improve performance, a Member Development Strategy is in place. The Member Development team, steered by the Working Group, provide appropriate learning and development activities in consultation with councillors. All training initiatives are based around the principles of the IDeA Charter for Member Development, a nationally-recognised standard which the Council achieved in 2007. In addition, clear links are made to the Council's business outcomes to ensure that Members have the capability to meet the challenges the Council has laid down.

There have been a number of legislative changes and national and regional advances in the field of Member Development, for example, the Local Government and Public Involvement in Health Act 2007 which sets out a new role for local authorities as 'place shapers' with new powers for local councillors. The legislative changes and advances have begun to shape the learning and development opportunities that are offered to councillors in Leeds. These drivers will continue to influence and improve the Member Development function to ensure that our councillors are well equipped to face the demanding tasks ahead of them in leading this city of over 750,000 people.

Looking ahead, a new Member Development Strategy for 2008 to 2011 will aim to build on the successes of the past few years and will link closely to the Leeds Business Plan for 2008-2011. This exciting new Strategy will be the basis for developing programmes and initiatives to ensure that councillors in Leeds are best equipped to deal with the challenges and changes that lie ahead.

Cllr Graham Latty
Chair of the Member Development Working Group

Member Development in 2007-08

Achievements

Induction

Induction is a key theme of the Member Development Strategy. The induction programme for new councillors is aimed at helping newly elected Members settle quickly and easily into their role. The sessions are designed to give councillors the basic, initial information they need, and a simple introduction to other key areas of work.

Induction 2007 events:

- Finding Your Feet – Services and Support
- How the Council Works – Structures and Decision Making
- Learning the Ropes – The Conduct of Council Meetings
- Understanding the Code of Conduct – General Obligations
- Speaking in the Chamber
- Understanding the Code of Conduct - Interests
- Meet the Corporate Management Team
- Understanding Scrutiny
- Local Government Finance Made Simple

Feedback from the 2007 induction sessions was positive and all events were rated either 'Excellent' or 'Good'. Councillors agreed that the events were excellent at improving their knowledge and skills and were very relevant to their needs.

Feedback comment:

"The trainer was excellent"

Feedback comment:

"The learning was very relevant to me"

Suggestions for refining the induction programme in terms of timing have been integrated into the Induction 2008 programme.

Core skills and extended skills

Core skills form the second key theme of the Member Development Strategy and programme for councillors in Leeds.

Core skills are identified in the Strategy as those skills which a councillor needs to fulfil his or her role effectively. They include:

- dealing with casework
- time management
- ICT skills
- knowledge of the Members' Code of Conduct.

Some large-scale initiatives were introduced in 2007-08 to meet these needs.

Dealing with casework

A 'Members Casework Roadshow' took place on 29th October 2007. This was an event arranged by the Member Development team with support from the Member Development Working Group in response to identified training needs. The Casework Roadshow provided councillors with an opportunity to: speak to a number of officers at one event about their casework issues and problems, build up a list of contacts, learn more about the 'nitty-gritty' of how casework issues are dealt with by officers, and get problems solved.

Front-line officers from all departments and West Yorkshire Joint Services were present at the Roadshow to assist Members. The Roadshow was supported by all political group leaders and the Council Leader and Members found it to be very helpful.

Roadshow feedback:

"The event was very useful...it was good to meet face to face with some officers with whom I've only corresponded by email"

Roadshow feedback:

"The event was very good"
"I think it should be held again"

Roadshow feedback:

"I did not know what to expect... it was an extremely worthwhile half hour that I spent attending it"

Roadshow feedback:

"the information given was extremely useful – most officers had given considerable thought to producing helpful, meaningful information"

Roadshow feedback:

"It was an excellent event...exactly what I had hoped to find"

Although outside the remit of this strategy, work is currently underway to investigate a 'case management' IT solution for Members. A representative group of Members is currently scoping the project and it is likely that a number of options will be available to councillors to assist them in managing their casework. Where necessary, Member Development will provide training and support to enable them to use any new systems effectively.

Code of Conduct

The Ethical Audit in 2006 suggested that Members' knowledge of the Code of Conduct was inconsistent, and this, coupled with the introduction of a new code of Conduct in May 2007, prompted a major Code of Conduct training programme. The programme took place between June 2007 and December 2007. All councillors received training on the Code of Conduct and a total of 13 sessions were offered.

Over half of the councillors also picked up the 'Cracking the Code' e-learning CDs offered by the Corporate Governance and Member Development teams on council day in February 2008.

Further training on the ethical framework involved sending specially produced guides on relevant legislation (such as the Data Protection Act, Freedom of Information Act and Human Rights Act) to all councillors and scrutiny co-optees. E-learning packages on ethical framework issues were made available to councillors.

Standards Committee received regular updates on the progress made in addressing the ethical framework training needs identified in the Ethical Audit. All actions in the Ethical Audit Action Plan were met.

ICT skills

A number of significant new initiatives were introduced in 2007-08 to improve Members' IT skills.

Firstly, the councillors' ICT systems were significantly upgraded in autumn 2007. This required a considerable training programme to ensure that Members knew how to use the new equipment and software effectively. The training and installation of new equipment was completed successfully before the deadline of December 2007. If the deadline had not been met, the council would have incurred considerable costs in maintaining the old system.

Personal Development Plans and discussions with councillors highlighted the need for ICT skills training in other areas. A series of one-to-one sessions with an experienced IT trainer were arranged for Members. Drop in sessions on council days were also arranged with significant attendance from Members. To back this up, and make the learning more widely available, a series of IT Quick Guides on popular topics will be launched shortly. They will be simple and easy to understand and aimed at Members with limited experience of, or lack of confidence with computers.

Extended skills

To further stretch Members' competence, the 'Extended skills' framework provides a higher level and more specific skill-set which will enable councillors to achieve roles of greater responsibility within the Council.

Extended skills include:

- managing meetings
- public speaking and presentation
- media and PR
- partnership working
- influencing and negotiating.

We have offered learning and development opportunities for these extended skills in a variety of ways:

Extended skills training and development:

- Training with regional partners
- Practical media skills workshops and experiences
- Speech making in the council chamber
- Leadership books
- Chairing skills courses and audio CDs
- Information seminars on the Local Area Agreement and Leeds Strategic Plan (partnership working)
- IDeA councillor workbooks on all types of extended skills.

Role specific skills

Role specific skills are those skills needed by Members who perform particular council roles, such as a scrutiny, planning or licensing.

The following role specific training programmes took place during 2007-08:

- Planning training programme

This programme included the compulsory sessions for Plans Panel Members: Introduction to planning (for Members new to Plans Panel); Planning Policy Update, and Governance and Conduct. The planning training programme also included optional sessions designed to further Members' knowledge on different aspects of planning such as enforcement and planning design. These sessions were open to all councillors, and indeed, a particular briefing session on Planning for Ward Members was offered to raise awareness of planning issues amongst all councillors in the city and help them in their casework role.

Sessions were run throughout the year and attendance was good at compulsory sessions, but low at optional sessions.

Event	Potential attendance	Actual attendance
Introduction to Planning (compulsory)	2 required to attend	2
Planning Policy Update (compulsory)	24 required to attend	17
Governance and Conduct (compulsory)	24 required to attend	21
Briefing on Planning for Ward Councillors (optional)	99	5
Planning Enforcement (optional)	99	6

Group whips were regularly informed of attendance at compulsory training sessions.

- Licensing training programme

The Licensing training programme was offered to members of Licensing Committee and Licensing and Regulatory Panel in particular (although any councillor with an interest could attend). The two compulsory sessions (Gambling Act and Governance and Conduct) were supplemented by optional sessions on Taxi and Private Hire Issues and a mock committee meeting. The programme was successful in updating Members on changes to gambling legislation and policy and governance and conduct issues relevant to their regulatory role.

<p>Gambling Act session contents:</p> <ul style="list-style-type: none"> • Overview • Gambling commission • Local authority role • Premises licences • Transition to the new Act • Non-standard applications • Responsible authorities • Representations • The decision • Role for ward members

<p>Gambling Act feedback:</p> <p>“The trainer was excellent”</p> <p>“All of the event was useful in my role”</p> <p>“The content of the session was excellent”</p> <p>“I am clear how to put my learning into practice”</p>

- Scrutiny training programme

Three sessions were held for scrutiny Members: 'Scrutiny Chairing Skills', 'Scrutiny for Board Members' and 'Scrutiny and CPA'. An external trainer was used for the skills sessions in order to give Members a range of perspectives and provide external challenge.

The sessions focused on general scrutiny skills from either the Chair's perspective or a Scrutiny Board Members perspective, whilst the 'Scrutiny and CPA' session updated Members on the Corporate Performance Assessment in relation to scrutiny.

A variety of other scrutiny training resources have also been made available to Members, including publications from the Centre for Public Scrutiny, 'Understanding Scrutiny' audio CDs, and the 'What has scrutiny ever done for us?' DVD.

Advanced Personal Development

Advanced personal development activities have this year focused on leadership skills, and developing knowledge through seminars and external conferences.

Councillors have attended the Leadership Academy general programme and the Leeds Local Leadership Academy 'Making Children Matter'.

Internally provided seminars have covered a huge range of topics. Seminars have run at lunchtimes and in the evening to cater for as many councillors as possible.

Member Seminars:

- Education and Inspections Act (3 seminars)
- Risk Management
- Highways Services
- Procurement
- Leeds Strategic Plan
- Local Area Agreement targets
- Council Change Programme
- Local Involvement Networks
- The Future of Health and Social Care in Leeds
- Why Can't the NHS Stay the Same?

Members have also attended a variety of externally provided conferences which have covered a range of topics, such as climate change, public service transformation, children's and adults' services, dementia services and rail transport.

External conferences provide a valuable opportunity for councillors to hear from the experts in an area, share experiences, and learn the most up to date practices and

network with other officers, Members and experts. Councillors are asked to share their learning when they return so the widest benefit for the council can be achieved.

General improvements in service delivery

A number of general improvements have been made in the way that Member Development operates.

Advertising

Officers have tried to make advertising materials more appealing and informative for councillors, so that they can understand what an event is about and why it would be useful, as well as the practicalities of date and time. Events are advertised on the Member Development notice board outside the main committee rooms, via email, through flyers sent to councillors, and on the Member Development intranet site.

Resources

It is important to offer a variety of ways for councillors to access learning. Flexible delivery of learning enables Members to learn in a way that best suits them, and in a way that fits into their lifestyle.

To this end, the Member Development team has acquired some new training resources, such as touch typing DVDs, a variety of books, and some new audio CDs. These resources are on display outside the Member Development office and councillors are welcome to borrow them for an agreed period.

Areas for Development

Personal Development Plans

Personal Development Plans (PDPs) provide an opportunity for Members to reflect on their achievements over the past year, consider what they would like to accomplish in the future, and identify the training they would like to do to achieve these aims. Personal Development Plans provide the key information from which development activities are designed.

All councillors were encouraged to complete a Personal Development Plan in 2007-08, and the deputy group whips conducted the personal development discussions. The training needs identified were detailed on the 'Training Needs' forms which were part of the PDP pack.

The Member Development team received the 'Training Needs' forms from 17 councillors. The training needs identified were summarised and themes, such as IT training, were noted. This allowed the Member Development team to address

training needs in an informed, directed, personal way and provide the types of development that councillors wanted.

However, the relatively low number of training needs forms returned suggests that the Personal Development Planning process needs to be reviewed, in order to improve take up, and therefore allow better informed training provision. The Member Development Working Group will consider this issue as part of their work programme.

Evaluation of learning and development activities

Evaluation of learning and development activities is an important part of the training cycle. It allows us to prove the value of training, improve the quality of the training offered, and assess how training is used in a councillor's day to day role.

Evaluation of training programmes and learning events and resources could be improved in Leeds with more robust, thorough evaluations taking place. The new Member Development Strategy will include success measures and some of these will focus on evaluation.

The Member Development team will spend more time evaluating the training programmes which take place, in order to improve them for the future and identify return on investment. The Member Development Working Group will also play a key role in evaluating Member Development activities and their comments will be taken into account when planning future learning opportunities.

Member Development in 2008-09

Introduction

This part of the annual report sets out our plans for the future of the Member Development function at the council. It considers the key drivers for change and how the function will develop as a result of these drivers.

Member Development plans for the future

Key Drivers

There are a number of key drivers for future plans in the Member Development function at the council, including:

- Local Government and Public Involvement in Health Act
- Government inspections and targets
- National and regional best practice and research (for example, the Member Development Charter and report of the Councillors' Commission)
- Shared local targets (for example the Leeds Strategic Plan 2008-11, incorporating the Local Area Agreement targets).

Member Development Strategy Review

A new Member Development Strategy is due to be produced for 2008-2011. The drivers explained above and the areas for improvement identified earlier in this report will contribute to the review of the Member Development Strategy and shape the future of the service.

Analysis of the drivers for change has identified five key areas to focus on:

1. Leading the community
2. Managing yourself
3. Partnership working
4. Governing the city
5. Leadership

These sets of skills will shape the training offered to councillors and form the basis of the annual training plans which set out in detail how the Strategy will be achieved.

Induction

The induction programme for 2008 has been planned with the feedback from the 2007 programme in mind. The programme starts a week later, in order to give new councillors a little 'breathing space' before they start their new role. Events are also more spread out and the format of some events has changed. Every effort has been made to encourage candidates to attend the programme if they are elected.

Core skills and extended skills

A number of new skills have been added to the core skills list in light of recent legislative changes, best practice and changes in the way the council works.

Of particular importance is the need for Members to be proficient in partnership working and leading the community. Specialist training programmes are being designed to identify and meet any training needs in these areas. It is envisaged that any training will be delivered in innovative and exciting ways and in conjunction with partners, where appropriate.

Skills which were previously classed as 'extended skills' now fall into the core skills requirement for Members.

Role specific skills

The role specific training programmes in 2008-09 will expand to include:

- Regulatory training – Planning Members
- Regulatory training – Licensing members
- Scrutiny training programme
- Deputy executive member programme
- Parish and town councillor training programme.

Regulatory training – Planning Members

A full evaluation of the planning training programme run in 2007-08 will be carried out in order to ascertain whether the training has actually made a difference to the knowledge and skills of the Members on the Panel in terms of quality of the decisions made. The Chief Planning Officer is currently conducting a review of Planning Services and any relevant findings from the review will feed into the planning training programme for 2008-09.

Regulatory training – Licensing Members

An evaluation of the Licensing training programme will be carried out. The programme for the coming year (2008-09) will take into account developments in national legislation and guidance and local issues, to ensure that Members stay up to date and are well equipped to make licensing decisions.

Scrutiny training programme

The Scrutiny training programme has been designed by the Member Development Working Group and the Centre for Public Scrutiny and begins with a regional capacity building event on chairing skills: 'First Among Equals: The Role of the Chair in Successful Scrutiny'. This event will provide the opportunity for scrutiny chairs from Leeds to refresh and develop their skills and learn about scrutiny of Local Area Agreements. They will also have the opportunity to network and share best practice with scrutiny chairs and vice chairs from other West Yorkshire local authorities.

Further events will follow throughout the municipal year and will include sessions on working in partnership, visits to see best practice in another authority, a session on developing community engagement, and a Member-led networking day.

Deputy Executive Member programme

The Deputy Executive Member programme currently consists of a series of half day workshops on local government finance and budget setting. The success of these sessions will be evaluated and the programme will be expanded to cover other skills such as leadership, chairing skills and communication skills, as required.

There is a national move towards agreeing role descriptions for councillors. If this work is progressed in Leeds, the descriptions will obviously influence the role-specific training provided. Officers will take guidance from Member Management Committee and the Member Development Working Group on any issues around role descriptions for councillors.

Advanced personal development

Personal Development Plans (PDPs) completed by councillors in 2008-09 will form the basis of the advanced personal development training offered. It is hoped that PDPs will be completed relatively early in the municipal year, in order to inform the annual training plan and provide maximum opportunity for the training needs identified to be met.

The best method for conducting personal development discussions will be considered by the Member Development Working Group early in the municipal year.

External conferences and the Leadership Academy will continue to play a large part in the advanced personal development of councillors.

Appendix A - Members' Learning and Development Report

April 2007 – March 2008

This report shows learning and development activity undertaken by elected Members between 1 April 2007 and 31 March 2008. The report only includes training arranged or provided by Member Development and does not cover other events which Members have attended of their own volition. 'Potential Attendance' shows the total number of Members who were invited to attend the session. The evaluation rating is an average score based on feedback from the event – options are Excellent, Good, Fair or Poor.

Induction

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Finding Your Feet – Services and Support for New Members	8/5/07	Nick de la Taste	Langdale	-	-	-	Gettings	-	2	-
Understanding the Code of Conduct: General Obligations	9/5/07	Kate Sadler / Kate Feltham	Dobson A Hussain	-	-	-	Gettings	-	3	Excellent
How the Council Works – Structures and Decision-Making	10/5/07	Nicole Jackson	Dobson	-	-	-	Gettings	-	2	-
Learning the Ropes – the Conduct of Council Meetings	14/5/07	Ian Walton	Dobson	Lamb	-	-	Gettings	-	3	-
Speaking in the Chamber	14/5/07	Emma Taylor (external trainer)	-	Lamb	-	-	-	-	1	Excellent / Good

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Meet the Corporate Leadership Team	15/5/07	CLT	Dobson Langdale	-	-	-	Gettings	-	3	-
Understanding the Code of Conduct: Interests	16/5/07	Nicole Jackson	Dobson	-	-	-	-	-	1	-
Understanding Scrutiny	31/5/07	Peter Marrington	Hanley Langdale (one to one)	-	-	-	Gettings	-	2	Excellent
Being an Effective Ward Councillor CANCELLED ¹	7/6/07	Val Slater (external trainer)	-	-	-	-	-	-	0	N/A
Local Government Finance Made Simple	18/6/07	Alan Gay	Castle	-	Lancaster	-	Gettings		1 new councillor plus 2 existing councillors	-
Vision to Reality – Understanding our Priorities and Plans CANCELLED ²	19/6/07	Jane Stageman Marilyn Summers	-	-	-	-	-	-	0	N/A

¹ Cancelled due to low take up

² Cancelled due to low take up

Role Specific Training

This section shows development events linked to specific roles undertaken by Members.

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Governance and Conduct	15/5/07	Kate Sadler / Gill Marshall	-	Robinson	Townsley	-	-	-	2	
Governance and Conduct	16/5/07	Kate Sadler / Gill Marshall	Lyons	-	-	-	-	-	1	-
Gambling Act	4/6/07	Gill Marshall	Armitage Dowson Selby Morgan	Ron Feldman Castle Robinson Wilkinson	Townsley Hollingsworth Wilson	-	-	-	11	Excellent
Gambling Act ³ CANCELLED	6/6/07	Gill Marshall	-	-	-	-	-	-	0	N/A
Scrutiny and CPA	4/6/07	Adrian Lythgoe and Lyndsey Simenton, KPMG	Grahame Hanley Harrison	W Hyde	Lancaster Bentley Pryke	-	-	-	7	-
Chairing Scrutiny Boards	3/7/07	Val Slater	Hanley Grahame	W Hyde	Bentley Golton Pryke	-	Gettings	-	7	Good / Excellent

³ Cancelled due to low take up

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Scrutiny Skills for Board Members	6/7/07	Val Slater	Minkin Dowson Jarosz Grahame Driver	Ron Feldman Ruth Feldman Fox Bale Latty	Chapman Hollingsworth	A Blackburn	Gettings	-	14	Good
Planning Design Awareness Day	20-9-07	Concourse Integreat Yorkshire (external)	Minkin	Anderson Castle Fox Latty	Campbell Wilson	D Blackburn	-	-	8	N/A
Governance and Conduct	3/10/07	Gill Marshall Kate Feltham	Morgan Parker Nash Dunn Gruen	J Procter Ron Feldman Jennings Latty Ruth Feldman	Taylor Wilson Campbell Golton	D Blackburn A Blackburn	Leadley	-	17	Good
Planning Enforcement	29-9-07	Trevor Roberts Associates (external)	S Hamilton	Kendall Fox	Lancaster Campbell	A Blackburn	-	-	6	Excellent
Planning Policy Update	5/10/07	Jed Griffiths, TRA Associates (external trainer)	Nash Minkin	Wadsworth Latty	Campbell	D Blackburn A Blackburn	Leadley	-	8	Excellent / Good
Taxi and Private Hire Issues	23/10/07	Des Broster Gill Marshall	Morgan Armitage	Ron Feldman Wilkinson	Hollingsworth	A Blackburn	-	-	6	-
Governance and Conduct	12/11/07	Gill Marshall Kate Feltham	Congreve Selby Harper	Castle	M Hamilton Ewens Hollingsworth	-	-	-	7	Good

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
Planning Policy Update	28/11/07	Jed Griffiths, TRA Associates	Congreve Harper Gruen	Castle Anderson Fox	Taylor	-	-	-	7	Excellent / Good
Taxi and Private Hire Issues ⁴ CANCELLED	21/11/07	Des Broster Gill Marshall	-	-	-	-	-	-	0	N/A
Briefing on Planning for Ward Councillors	12/12/07	TRA Associates Ltd	-	Anderson Kendall Bale Wilkinson	Ewens	-	-	-	5	-
Gambling Act	5/2/08	Gill Marshall	Dunn	-	-	-	-	-	1	-
Governance and Conduct	20/2/08	Gill Marshall	Armitage Minkin	Wadsworth	Monaghan Campbell	-	Grayshon	-	6	-

⁴ Cancelled due to low take up

Personal Development Training

This section shows development events provided as a result of identified personal development needs (these could be identified via Personal Development Plans or via informal discussion with the Member Development Officer).

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Total attendance	Average Evaluation rating
IT drop in	16/1/08	ICT staff	Langdale Nash Selby	Ron Feldman Anderson Wilkinson Kendall	-	-	Finnigan	-	8	-
Take the Chair	22/1/08	Emma Taylor	Hanley	Kendall	Chapman Pryke	-	-	-	4	-
IT one to ones	23/1/08	Dennis Rhodes	Selby Coulson	Kendall	Morgan	-	-	-	4	-
IT one to ones	14/2/08	Dennis Rhodes	A McKenna J McKenna	Dunn Ron Feldman Ruth Feldman Harrand	Chapman	-	-	-	7	-

Seminars

This section shows details of lunchtime seminars arranged by Member Services or other internal bodies. It does not include external events or seminars arranged for particular groups.

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	BNP	MBI / Independent	Total attendance	Average evaluation rating
Code of Conduct Update	12/6/07	Kate Sadler Kate Feltham	Congreve	Robinson Wilkinson Kendall	Campbell	-	Beverley	Leadley	7	Good
Code of Conduct Update	19/6/07 12pm to 2pm	Kate Sadler Kate Feltham	Nash Morgan Taggart Driver Harper	Shelbrooke Latty	Brett Bentley Pryke	-	-	-	10	Good
Code of Conduct Update	19/6/07 5pm to 7pm	Kate Sadler Kate Feltham	Renshaw Davey (10 mins only) Gabriel Jarosz Parker Rafique	Lobley	-	-	-	-	7	-
Code of Conduct Update	20/6/07	Kate Sadler Kate Feltham	Minkin Dowson Selby	B Hyde Bale	Chapman	-	-	-	6	Excellent
Code of Conduct Update	26/6/07	Kate Sadler Kate Feltham	Gruen Coupar Castle	Fox	-	-	-	-	4	Good

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	BNP	MBI / Independent	Total attendance	Average evaluation rating
Code of Conduct Update	27/6/07	Kate Sadler Kate Feltham	Dowson	Anderson	-	A Blackburn	-	-	3	Good
Advanced Chairing and Facilitation Skills (Kirklees Council event)	11/6/07	Louise Mycroft	-	-	Bentley		-	Elliott	2	-
Education and Inspections Act: Trust Schools	13/6/07	Pat Toner, Jackie Green, George Turnbull	Murray M Rafique	Kendall Fox Ron Feldman Wilkinson	Bentley	-	-	-	7	Good
Education and Inspections Act: Young People	22/6/07	Gary Milner John Paxton	Murray	Lobley	Brett Harker Ewens	-	-	-	6	Good
Risk Management	7/9/07	Satinder Salona Chris Bulmer	-	Fox Bale Ron Feldman	Brett	A Blackburn	-	-	5	-
Code of Conduct Update	18/9/07	Kate Feltham	Murray Hanley J Lewis Illingworth Wakefield Iqbal A Hussain S Hamilton	Ron Feldman	Lancaster	D Blackburn	-	Elliott Grayshon Gettings	15	Good
Highways Services Debate	21/9/07	Helen Franklin plus others	Wakefield	Ron Feldman Wilkinson Fox Wadsworth Anderson	Bentley Golton Ewens Campbell Downes Wilson	-	-	-	12	Good

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	BNP	MBI / Independent	Total attendance	Average evaluation rating
Risk Management	27/9/07	Satinder Salona Chris Bulmer	-	Kendall	Ewens	-	-	-	2	Excellent / Good
Highways Services Debate	16/10/07	Helen Franklin	Castle	B Hyde	Brett Barker	A Blackburn	-	-	5	Good
Code of Conduct Update ⁵ CANCELLED	17/10/07	Kate Feltham Amy Kelly	-	-	-	-	-	-	0	N/A
Code of Conduct Update	31/10/07	Kate Feltham Amy Kelly	Lamb Mulherin Lowe	Wadsworth Bale Hyde	Brett	Russell	-	Finnigan	9	-
Procurement: Challenges, Opportunities and Answers	15/11/07	Wayne Baxter	Gruen	Fox	Campbell Bentley Ewens Pryke	-	-	-	6	Good
Council Change Programme – The New Structure ⁶ CANCELLED	22/11/07	James Rogers Ursula McGouran	-	-	-	-	-	-	0	N/A
Council Change Programme – the new structure	29/11/07	James Rogers Ursula McGouran	Rafique Harington J Lewis	Bale Wilkinson Robinson Fox	Chapman Pryke	-	-	Gettings	10	Excellent / Good
Leeds Strategic Plan Seminar	5/12/07	Jane Stageman Dylan Griffiths	Nash Selby	Anderson Lamb Fox	Campbell	A Blackburn	-	-	8	Good
Discovery Centre Visit	7/12/07	Sue Vanheeswyk Kirsty Archibald	Driver Minkin	-	-	-	-	-	2	Excellent

⁵ Cancelled due to low take up

⁶ Cancelled due to low take up

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	BNP	MBI / Independent	Total attendance	Average evaluation rating
Risk Management ⁷ CANCELLED	8/1/08	Satinder Salona	-	-	-	-	-	-	0	N/A
Procurement; Challenges, Opportunities and Answers	9/1/08	Wayne Baxter	Jarosz Hanley	Anderson Lobley Kendall	-	-	-	-	5	Good
Risk Management	24/1/08	Satinder Salona	Hanley M Rafique	Lobley Wilkinson	Golton	-	-	Elliott	6	-
Asset Management and Community Asset Transfer	11/2/08	Paul Brook	Dowson	Kendall	Bentley	-	-	-	3	Good
Setting Targets in the Leeds Strategic Plan	27/2/08	Jane Stageman	J Lewis Driver Hanley Parker	B Hyde Fox	Bentley Campbell Pryke	-	-	-	9	Good
The Future of Health and Social Care in Leeds	5/3/08	Rosemary Archer	Wakefield Atha J Lewis Jarosz Morgan Gruen Driver	Kendall Harrand Fox Anderson Ron Feldman Ruth Feldman Latty Wilkinson	Ewens Bentley Golton	A Blackburn	-	Leadley	20	Excellent / Good
Why the NHS Can't Just Stay the Same	11/3/08	Alex Morton- Roberts (NHS)	Harington	Harrand Fox	Ewens Campbell	-	-	-	5	-
LINKs Explained	19/3/08	Cath Broderick (CfPS)	J Lewis Coupar	Fox Kendall	Chapman Bentley Lancaster Ewens	-	-	-	8	Good

⁷ Cancelled due to low take up

Event Title	Date	Chair/ Provider	Labour	Cons	Lib Dem	Green	BNP	MBI / Independent	Total attendance	Average evaluation rating
Setting Targets in the Leeds Strategic Plan	2/4/08	Jane Stageman	Parker Lewis Harington Illingworth	Kendall Wilkinson	Brett	-	-	-	7	-

External conferences and seminars

This section shows details of conferences attended and requested between 1 April 2007 and 31st March 2008. Where attendance at a conference was requested but not approved, it is shown as 'Not Authorised'. The total budget (external conferences and seminars) for 2007-08 was £11,700.

Date	Conference	Delegate	Venue	Approved List?	Party	Conf Costs (inc VAT)	Travel Costs	Hotel Costs	Total (inc VAT)	Feedback
22 May	Tackling Climate Change: Meeting the Challenge Locally	Barry Anderson	London	No	Cons	195 (229.13)	186	-	415.13	-
21 June	LGIU Public Service Transformation and Local Government: The Members' Role	Pauleen Grahame	London	No	Labour	240 (282)	180	-	462	-
3-5 July	LGA Annual Conference (3 days)	James Lewis	Birmingham	Yes	Labour	499 (586.32)	72	155.80	814.12	-
3 July	LGA Annual Conference (one day)	David Morton	Birmingham	Yes	Lib Dem	-	-	-	-	-
3-5 July	LGA Annual Conference (3 days)	Stewart Golton	Birmingham	Yes	Lib Dem	499 (586.32)	46.10	146	778.42	-
3-5 July	LGA Annual Conference (3 days)	Barry Anderson	Birmingham	Yes	Cons	499 (586.32)	0	247.50	833.82	-
19-20 July	Re'new Study tour	Angela Gabriel	Newcastle and Gateshead	No	Labour	0	285		285	-
19-20 July	Re'new Study tour	Adam Ogilvie	Newcastle and Gateshead	No	Labour	0	-	-	-	-
23 July	LGA Urban Commission	Keith Wakefield	London	No	Labour	Request withdrawn				
15-16 October	Sixth Annual Assembly of Standards Committees: Down to Detail – Making Local Regulation Work	Councillor Mrs Pat Walker (Standards Committee)	Birmingham	No	-	430 (505.25)	-	15 (booking fee)	445	Attendee cancelled
17-18 October	National Children's and Adults Services Conference (2 days)	Valerie Kendall	Bournemouth	No	Cons	450 (528.75)	98.20	254.63	881.58	-
17-19 October	National Children's and Adults Services Conference (3 days)	Debra Coupar	Bournemouth	No	Labour	395	210		605	

17-19 October	National Children's and Adults Services Conference (3 days)	Richard Harker	Bournemouth	No	Lib Dem	Request withdrawn				
22 January	LGA Sharing Good Practice in Local Dementia Services	Brenda Lancaster	London	No	Lib Dem	-	-	-	-	Conference cancelled
19 February	Westminster briefing – central- local government concordat: Investigating new principles for delivering local services	Mark Dobson	London	No	Labour	215	205	-	420	
27 February	Personalised care and support: making choice and control a reality for older people and their carers	Valerie Kendall	London	No	Cons	299 (351.33)	208	-	559.33	
28 February	Rail 2008	Elizabeth Minkin	London	No	Labour	156 / 195				

£ 6497.70

