

# **Member Development Annual Report**

**2009-2010**

## Foreword

I am proud to present the fourth Member Development Annual Report. This report illustrates our successes in Member Development over the last municipal year and sets out our plans for the future.

The role of an elected Member is complex and demanding, and becomes more so each year. In order to support Members in their varying roles and to continually improve performance, a range of learning and development options must be made available. The Member Development Working Group has identified a variety of training programmes which we have continually monitored and evaluated over the course of the year. We work in conjunction with Member Management Committee and our Executive Member to ensure that new initiatives can be implemented quickly and effectively.

A number of key developments have taken place in 2009-10. At the start of the municipal year the Council made a public commitment to achieving 'Charter Plus'; the higher level Charter award which requires us to demonstrate learning and development at an exemplary level. We hope to achieve the award early this year, and continue to develop our work around the Charter principles. A further achievement has been the significant increase in the number of Members undertaking Personal Development Plans. PDPs are vital if we want to deliver training solutions which truly reflect the needs of individual Members, and we aim to further increase the number in 2010-11. Other key achievements include the production of descriptions for the roles Members may be called upon to fill. The introduction of exit interviews and the development of an evaluation strategy.

Looking forward to the coming year, a number of initiatives will be introduced to widen the range of learning and development we offer to Members. These include Member Learning Days, an Equality and Diversity programme, training on the new Casework Management system and innovative courses on governance and partnership-working using demonstrations and simulations. Further work will be done in the area of evaluation, to ensure that the learning that Members undertake has a real and lasting impact, both in terms of individual development and actual benefits for the communities we represent.

The Member Development function continues to adapt and improve to ensure that our Councillors are well equipped to face the demanding tasks ahead of them and I look forward in reporting further achievements in the coming year.

**Cllr Graham Latty**  
**Chair of the Member Development Working Group**

# Member Development In 2009-2010

## Achievements

### Induction

There were no elections held in 2009, but the Induction programme forms an important part of Member development training and includes the following:

Induction programme include:

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

Feedback received from 2008-2009 induction process and the suggestions made for refining and improving the induction programme in terms of timing and content have been integrated into the Induction planning process for the 2010-11 programme.

### Core Skills Training

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

They include:

#### Leading the Community

A course on Influencing and Negotiating Skills using Neuro-Linguistic Programming (NLP) techniques was organised. NLP is a practice of understanding how people organise their thinking, feeling, language and behaviour to produce the desired results.

The session explored NLP patterns of influence that are discreetly persuasive when negotiating, allowing Members to develop techniques that can be used to achieve positive outcomes within their role as Councillor when engaging with the community, with their constituents and in their personal life.

Overall, positive feedback on the session was received from Members rating the course as either 'good' or 'excellent'. Some Members who attended the course felt that it was perhaps too technical and suggested the course be pitched at different levels, thus Member Development will be exploring the possibility of running further courses using different styles and levels in the future.

### **Partnership Working**

Opportunities allowing Members to work in partnership through information sessions such as the Local Area Agreement, Corporate Area Assessment and Leeds Strategic were delivered.

The Leeds Strategic Plan is a significant milestone in partnership working in Leeds as it is the first time that the council has agreed, with its partners, and with government, a single shared set of outcomes and priorities for the city.

This year has also seen an increase in joint regional training, with Members from other local authorities being invited to participate in training encouraging shared learning for example Speed Reading, Public Speaking and Media Skills sessions.

### **Governing the City**

Member Development organised a number of learning and development seminars outlining developments in local government practices and services such as Risk Management, Governance and Conduct and Scrutiny Performance.

### **Managing Yourself**

This year saw the migration from Lotus Notes to the new Microsoft Outlook system. A number of training events were held to help Members improve their understanding and skills by the Council's ICT Migration team using external trainers and through one-to-one sessions.

The Councillors Case Management System (a computer-based package) that enables Members to keep a better track of the work they undertake for members of the public was also piloted this year and implemented in February 2010. A drop-in training session was held for all elected Members interested in using the system. Further training sessions are planned for 2010-11.

Training sessions were also held in Speed Reading, Speech Writing and Public Speaking.

## **Leadership**

Individual mentoring opportunities continued to be offered to Members through the IDeA (the Improvement and Development Agency for local government).

The Councillors who enrolled on the Post Graduate Certificate in Local Government Modernisation Course at Huddersfield University in 2008-09 received their first year completion certificates. The course was for those Members aspiring to take up a more leadership role in politics. The course focused on community leadership, communication skills, accountability and performance management.

## **Role specific skills**

The following role specific training programmes took place during 2009-10:

### **Planning and Licensing training programme**

This programme included compulsory sessions on Governance and Conduct and events on Planning Viability.

Feedback on the Governance and Conduct session was very positive with the course being rated as either good or excellent by everyone who attended and the majority of people believing the course content to be both well delivered and useful.

Attendance is monitored by the Member Development Working Group and Member Management Committee.

### **Scrutiny training programme**

'Making an Impact: Successful Scrutiny' was aimed at all scrutiny board members and was conducted by an external trainer from the Centre for Public Scrutiny. Its aim was create more efficient inquiries by improving the analytical and questioning skills of scrutiny members.

### **Risk Management training programme**

'Making Better Decisions Using Risk Management'. This session was aimed specifically at Executive Board Members, giving information about their risk management roles and responsibilities.

## Seminars

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

### Seminars Undertaken:

- Climate Change
- Leeds Compact
- Personalisation
- Sustainable Communities Act
- Young People group visit
- Play Builders Initiative
- Leeds City Transport Strategy
- Children Services Inspection
- Letting Policy
- Viability
- Flood Alleviation
- Regeneration
- Housing Law
- Corporate Area Assessment
- Changes in Adult Social Care
- Year of Volunteering
- SRE in schools
- Corporate Branding

Two of the most successful seminars held were Changes in Adult Social Care and Personalisation.

The session on Changes in Adult Social Care looked at the proposed changes to the way Adult Social Care will be structured and provided in the future.

The session on Personalisation explored the changing expectations of service users and Government policy concerning greater personalisation of local care services. Users of the care services were invited to provide Members with feedback on the impact the changes were making to their daily lives.

Members who attended the seminar felt that having service users present made the event more worthwhile and informative. Member Development will be exploring the possibility of running further events that involve service users in the future.

“It was really useful to have service users available to give honest answers to questions highlighting what had and had not worked”

“This was better than the last presentation on Personalisation- much clearer. Also we had service users here (who were not on any scrutiny boards).”

## **Conferences**

Members have also attended a variety of externally provided conferences covering a range of topics, such as climate change, partnership working, Local Area Agreements, National Children and Adult services, NEEC Unlocking Children's Potential and the future of adult social care.

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**

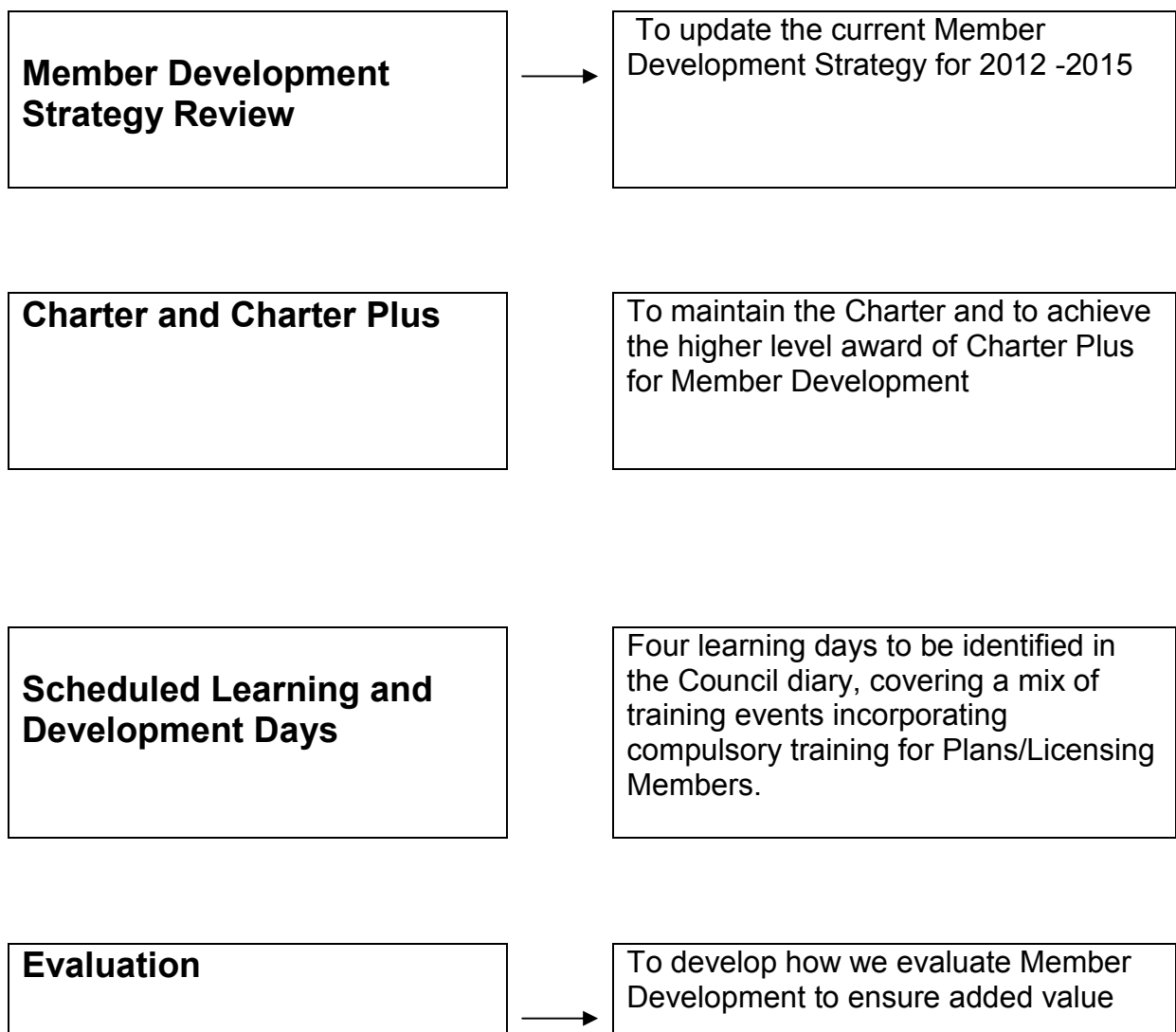
A number of general improvements have been made in the way that Member Development operates.

- More emphasis has been placed in increasing partnership working with other local authorities, Parish Councillors, Standards Committee and Co-opted Members by encouraging them to participate in events, particularly in role specific training events, such as Chairing skills and Time Management.
- While overall, the number of Councillors attending each event continues to be good, the Member Development Team trialled out a new approach during 2009-10 in the hope of encouraging even more Members to attend events. This involved approaching portfolio holders to give their personal support such as chairing the events and signing letters of invitation.

This approach has proved successful with almost all those events supported by a portfolio holder having higher attendance figures than those not supported.

# Member Development In 2010-11

## Key Action Areas 2010-11





## Member Development Attendance Summary for Whips/Member Management Committee (1<sup>st</sup> April 09 to 31<sup>st</sup> March 2010)

This report shows learning and development activity undertaken by elected Members between 1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010. 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. The evaluation rating is an average score based on feedback from the event – options are Excellent, Good, Fair or Poor.

### Personal Development:

Event Title	Date	Origins of event	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Other	Total attendance	Average rating
Media Skills	26/06/09	PDP	Charlotte Milligan	Yeadon	Lobley	Bentley Campbell			Beverley	B Watson Scarborough cc	6	Excellent
Influencing and Negotiation skills using NLP techniques	3/07/09	PDP	Peter McNab	Yeadon	Castle Fox Bale	Hollingsworth Bentley Lancaster	A Blackburn		Beverley		9	Excellent
Public Speaking	10/07/09	PDP	Emma Taylor			Campbell			Beverley	Kirklees Members O,Neill Akhtar Hardcastle	5	Excellent
Chairing Skills	23/07/09	PDP	Val Slater	Yeadon Morgan	Kendall	Chastney Campbell Lancaster Hollingsworth				Standards Committee members P Turnpenney J Austin G Tollefson	10	Excellent
Speed Reading	10/08/09	PDP	Val Slater	Rafique Coulson		Ewens Chastney Mathews	A Blackburn			Wakefield Members Tony Wallis Ros Lund	8	Good
Speech Writing	9/10/09	PDP	Emma Taylor	Taylor Yeadon						O'Neill – Kirklees  E Knowles- Wakefield T Wallis – Wakefield D Dagger- Wakefield P Booth- Wakefield R Lund- Wakefield	8	Excellent
Time Management	25/11/09	PDP	Val Slater							David Rudd - East Riding	1	-

## Seminars

Event Title	Date	Origins of event	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Other	Total attendance	Average rating
<i>Twilight Session</i> Understanding Housing Law	8/04/09	MDWG	Habib Aziz	Selby Driver Yeadon							3	Excellent
<i>Twilight Session</i> Regeneration Part 1	23/04/09	MDWG	Stephen Boyle		Kendall						1	-
Twilight Session Regeneration Part 2	27/04/09	MDWG	Stephen Boyle	Dowson Renshaw							2	-
Twilight Session Corporate Area Assessment	30/04/09	MDWG	Marilyn Summers	Lowe J Lewis	Castle						3	-
Flood Alleviation seminar	14/05/09	Officer	Gary Bartlett	Parker Illingworth	Schofield	Pryke Golton	D Blackburn	Leadley			7	-
Climate Change Seminar	15/05/09	Officer	George Munson	Harington Illingworth	Schofield Fox Anderson	Smith	A Blackburn				7	Excellent

## Seminars Continued

Event Title	Date	Origins of event	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Other	Total attendance	Average rating
Personalisation	18/05/09	Scrutiny	John Lennon	Jarosz	Kendall Fox Latty Harrand	Chapman Chastney Campbell Bentley Golton	A Blackburn				11	Good
Sustainable Communities Act	3/06/09	Officer	Dylan Griffiths	Jarosz Illingworth	Bale	Campbell Ewens Chastney Bentley					7	
Demolition structures	16/06/09	Officer	Ruth Exley	Lewis	Castle Fox	Downes	A Blackburn				5	Good
Young peoples Group visit (YSHAG)	10/06/09	Scrutiny	Rebecca Stacey	Morgan	Kendall	Lancaster Bentley Ewens Golton				<i>Co-opted Member</i> Sue Knight	7	Excellent
Play Builders Initiative	1/07/09	Officer	Vicky Marsden			Golton Ewens Bentley Chastney				<i>Co-opted Member</i> Sue Knight	5	Good
Members Pensions	21/07/09	Officer	Angela Brown	Jarosz Coulson Hanley	Fox	Chastney Campbell Lancaster		Finnigan Gettings			9	Excellent

## Seminars Continued

Event Title	Date	Origins of event	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Other	Total attendance	Average rating
Leeds City Region Transport Strategy	25/08/09	Officer	Dave Gilson	Harington J Lewis Illingworth Murray	Anderson Fox Schofield	Smith Bentley Ewens Cleasby	D Blackburn A Blackburn				13	Good
Leeds City Region Transport Strategy	09/09/09	Officer	Dave Gilson	Nash Jarosz	Kendall Harrand	Campbell Chastney Pryke Downes Kirkland					10	Good
Childrens Services Inspection	06/10/09	Officer	Mariana Pexton	Taylor Driver Blake Selby Morgan Coulson Murray	Harrand	Chastney Campbell Golton Bentley					12	Good
Compact for Leeds	7/10/09	Golton	Pat Fairfax			Golton					1	-
Compact for Leeds (Twilight session )	7/10/09	Golton	Pat Fairfax			Bentley Golton					2	-
Lettings Policy	22/1/10 26/1/10 3/02/10	Officer	Kath Bramall	Selby	Schofield Latty Fox Castle Kendall	Chastney Bentley Campbell Lancaster Downes	A Blackburn	Rhodes- Clayton			13	Good

## Seminars Continued

Event Title	Date	Origins of event	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Other	Total attendance	Average rating
Changes to Adult Care Services	12/10/09	Officer	Shirley Johnson	Jarosz Mckenna Wakefield Harington R Lewis Morgan	Kendall Fox Wilkinson Ron Feldman Harrand	Campbell Pryke Bentley	A Blackburn	Leadley			16	good
Year Of Volunteering	15/10/09	Officer	Leeds Ahead Shelly Riley			Bentley Golton Brett					3	-
SRE in Schools	20/10/09	Officer	Kiera Swift & Pat Santin	Morgan		Golton					2	-
AIEP Consultation Seminar	23/10/09	Officer	Sarah Goodrin								-	
Corporate Branding	3/11/09	Officer	Phil Jewitt	Coulson		Bentley Campbell					3	Good
Health Champions Briefing	1/12/09	Officer	Leeds Initiative	Rafique Parker Harington	Kendall Wilkinson Anderson Fox Harrand	Lancaster Campbell Chapman					11	Good

## Role Specific Training

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

Event Title	Date	Origins of event	Chair/ Provider	Labour	Cons	Lib Dem	Green	MBI/ Independent	BNP	Other	Total attendance	Average rating
Governance & Conduct update for Planning & Licensing members	24/04/09		Amy Kelly Gill Marshall Caroline Allen	Selby Lyons McKenna Dowson	R Feldman R Feldman Schofield						7	Excellent
Governance and Conduct	25/1/10		Caroline Allen Gill Marshall Kate Sadler	Coulson Dowson		Hamilton Chastney Campbell		Rhodes- Clayton Leadley			7	Good
Governance and Conduct	2/2/10		Caroline Allen Gill Marshall Kate Sadler	Congreve Taylor Hyde Mckenna	Castle Marjoram Anderson		D Blackburn				9	Good
Governance and Conduct	10/02/10		Caroline Allen Gill Marshall Kate Sadler	Morgan Yeadon Dunn	Latty Wadsworth Ruth Feldman Robinson Fox	Matthews		Finnigan Grayshon			11	Good
Governance and Conduct	10/03/10		Caroline Allen Gill Marshall Amy Kelly	Parker Lyons Nash Taggart	Wilkinson	Wilson					6	Good
Risk Management	Various	Officer	Coral Main	Wakefield R Lewis	Harrand A Carter L Carter Procter	Golton Brett Monaghan Harker		Finnigan			11	-
Viability	27/1/10	Officer	Phil Crabtree	Taggart	Castle Fox	Chastney Campbell		Leadley			6	Good

## **Role Specific Training continued**

<b>Event Title</b>	<b>Date</b>	<b>Origins of event</b>	<b>Chair/ Provider</b>	<b>Labour</b>	<b>Cons</b>	<b>Lib Dem</b>	<b>Green</b>	<b>MBI/ Independent</b>	<b>BNP</b>	<b>Other</b>	<b>Total attendance</b>	<b>Average rating</b>
Scrutiny Performance	13/11/09	Officer	Tim Young	Jarosz Morgan Driver	Anderson W Hyde	Pryke	A Blackburn				7	Good

## External conferences and seminars

This section shows details of conferences either attended or requested between 1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010 Where attendance at a conference was requested but not approved, it is shown as 'Not Authorised'.

Date	Conference	Delegate	Venue	Approved List?	Party	Conf Costs	Travel Costs	Hotel Costs	Total
09/06/2009	Wise Up: Listening to Older People	V Kendall	Westminster, London	N	Cons	£250.00	£134.50	N/A	£384.50
12/06/2009	Nuclear free local authorities	D Blackburn	Manchester	N	Green	£120.00	£26.40	N/A	£146.40
12/06/2009	Nuclear free local authorities	R Harington	Manchester	N	Lab	£120.00	£26.40	N/A	£146.40
25/06/2009	Conflict Communications Skills	E Nash	Leeds	N	Lab	£225.00	N/A	N/A	N/A
30/06/2009	LGIU - Tackling Climate Change	J Monaghan	London	N	Lib Dem	£250.00	£189.00	N/A	£439.00
30/06/09-2/07/09	LGA Annual Conference	A Carter R Brett K Wakefield	Harrogate	Y	Cons Lib Dem Lab	£519.00	N/A	N/A	£1557.00
08/07/2009	Capita - Developing the Role of the Councillor	E Nash	London	N	Lab	£225.00	N/A	N/A	N/A
10-12/07/09	National Association of Cllrs equality for all	J Jarosz	Scarborough	N	Lab	£532.50	N/A	N/A	£532.50
21-23/07/09	Securing City and Regional Prosperity	B Anderson	Manchester	N	Cons	£790.00	£26.40	£72.00	£888.40
15/09/2009	AWICS Ltd - Budgets and Finance for Managers in the Public Sector	S Golton	Nottingham	N	Lib Dem	£230.00	N/A	N/A	N/A
24/09/09	Public Servant - Enterprise, Skills and Innovation '09	J Jarosz	London	N	Lab	Free	N/A	N/A	N/A
21/10/2009	National Children and Adult Services Conference	L Yeadon	Harrogate	Y	Lab	£245.00	N/A	N/A	£245.00
22/10/2009	National Children and Adult Services Conference	P Harrand	Harrogate	Y	Lab	£245.00	N/A	N/A	£245.00



Date	Conference	Delegate	Venue	Approved List?	Party	Conf Costs	Travel Costs	Hotel Costs	Total
21/10/2009	National Children and Adult Services Conference	V Kendall	Harrogate	Y	Cons	£245.00	N/A	N/A	£245.00
21-23/10/09	National Children and Adult Services Conference	P Ewens	Harrogate	Y	Lib Dem	£485.00	N/A	N/A	N/A
2-4/10/09	Crime & Disorder in our Towns and Cities	J Jarosz	Chester	N	Lab	£350.00	N/A	N/A	N/A
9 & 10/11/09	Environment '09 - Creating a Climate for Change	R Harington	London	N	Lab	£469.00		£110.00	£579.00
12-13/10/09	Standards for England Annual Conference	Pat Walker	Birmingham	N	Ind		£90.00	£65.00	£155.00
05/11/2009	LGG Governance and Liabilities of Members and Officers on Outside Bodies	E Nash	London	N	Lab	£215.00	£44.05	N/A	£259.05
26/11/2009	Local Government Flood Forum	R Pryke	London	N	Lib Dem	Free			
30/11/2009	Safe and Sustainable Paediatric Neurosurgery	Dobson	London	N	Lab	Free	£160.00	N/A	£160.00
30/11/2009	DEFRA/LACORS - Air Quality Summit	J Monaghan	London	N	Lib Dem	£287.00	£189.00	N/A	£476.00
3-4/12/09	Nuclear Free Local Authorities - Annual Conference	R Pryke	Cardiff	N	Lib Dem	Free	£93.70	£60.08	£153.78
6-8/01/10	NEEC - Unlocking Children's Potential	Golton, Harker, Mulherin	York	N	Lib Dem/Lab	£855.00	N/A	N/A	£1410.00
13/01/2010	Neil Stewart Associates - Young People Not in Education, Employment or Training - 2nd Annual Conference	S Golton	London	N	Lib Dem	£379.00	N/A	N/A	N/A
20/01/2010	LGA, IDeA, ADASS and SCIE - Safeguarding Adults	L Yeadon	Leeds	N	Lab	Free	N/A	N/A	N/A
22-24/01/2010	National Association of Cllrs - Tackling Climate Change - Protecting Our Environment	J Jarosz	York	N	Lab	350.00	N/A	N/A	N/A
10/02/2010	LGG - Implementing Codes of Conduct - the revised Members' code and the new Employees' code course	E Nash	London	N	Lab	£215.00	£55.60	£119.00	£389.60
3-4/02/10	Research in Practice - Practising Safeguarding	V Kendall	Leamington Spa	N	Cons	Free	N/A	N/A	N/A
23/02/2010	Capita Total Place Conference	P Grahame	London	N	Lab	£350.00	N/A	N/A	N/A
									8411.63

