

Kirklees Metropolitan Council

report of

The Independent Review Panel on Members' Allowances

Interim meeting on

29 July 2005

Membership of the panel, which met on 29 July 2005 is as follows:

Professor Andrew Taylor - (Chair of the Panel) Department of Politics, University of Sheffield

Mr Christopher Dicks OBE - Former Managing Director of Huddersfield Newspapers and Past President of Mid Yorkshire Chamber of Commerce

Mr Stephen Thornton, - Former Managing Director, Advance Wipers Ltd, Dewsbury

The following officers attended the panel meeting:

| | |
|---------------------|------------------------------------|
| Dahalia Hendrickson | - Members Services Co-ordinator |
| Vanda White | - Members Allowances Administrator |
| John Quarmby | - Decision Support Unit |
| Carl Whistlecraft | - Corporate Development Unit |
| Julie Fothergill | - Corporate Development Unit |

1. Member roles and responsibilities and member development

At a meeting held on 19 November 2004 the panel had:

- (a) discussed proposals for new initiatives for member development and
- (b) had noted that the group business managers had discussed at formal sub-committee level the changing role and responsibilities of members and had, as a result, commissioned the Corporate Development Unit to review the role profiles on which the panel had based the payment of the basic allowance (the ward councillor role profile) and the various special responsibility allowances.

The panel reconvened to consider updates on member development, progress on the review of the role profiles, emerging issues as to the 'time' element of the allowances scheme which had arisen as part of the above review and specific issues either outstanding from the earlier meeting or where further information had been requested.

1.1 Presentation by members

(Councillor Robert Light, Leader of the Conservative Group; Councillor Mehboob Khan, Leader of the Labour Group; Councillor Paul Battye, Cabinet Member and Group Business Manager for the Liberal Democrat Group and Councillor Julie Stewart Turner, Group Business Manager for the Green Group attended for this item)

The panel considered a series of presentations by the above members as part of the review of member roles and responsibilities. Issues reported on included the national regional and local agenda for local authorities in general and for the council specifically. The members reported on, and discussed at length with the panel, the current allowances scheme from a member perspective. Topics considered included:

- the role profiles and responsibilities attached thereto
- transparency of the scheme and administration thereof
- concerns about the 'time' element - was it still 'fit for purpose' six years on
- individual elements of the scheme including a shift in the priority focus from 'time' to 'responsibility'
- completion of timesheets by members and their usefulness
- models adopted by other local authorities based on banding by responsibility starting with the leader of the council at 100%
- future evidencing of member activity based on:

- (a) revised role profiles
- (b) the new framework for member development and the introduction of a database for member development activities
- (c) Annual reports by each member of the council
- (d) Area committee reports and ward information from the political groups
- (e) electronic casework management
- (f) records of participation at formal meetings.

As part of the discussions the panel had regard to the interim report on the project to review member roles and responsibilities (attached at appendix 'A').

Following on from the above the panel considered the report 'Elected Member Development in Kirklees' submitted to the Group Business Managers Sub-Committee held on 14 July 2005 (attached at appendix 'B').

At the conclusion of this matter the chair thanked the members for attending the meeting and for a frank and useful exchange of views.

Following further debate on the roles and responsibilities of members and proposals for enhanced member development and taking into account the discussions with members and the proposals set out in the reports attached at appendix 'A' and 'B' the panel:

- (a) is mindful to remove the 'time' element from the members allowances scheme insofar as this relates to the special responsibility allowances. The panel will review those allowances based on workload and levels of responsibility.
- (b) agreed that role profiles be updated and skills and knowledge requirements added.
- (c) agreed the 'bandings' as suggested on page 7 of the submitted report pending further discussions thereon by the panel. Officers to undertake further work on proposals as to which roles should fall into each band. The leader and deputy leader positions to be separated out from future bandings.
- (d) agreed that allowances be based on a 'bottom up' approach (ie, the basic allowance based on the ward councillor role profile) rather than a 'leader down' approach based on percentages.
- (e) agreed that the preparation of annual reports by members be included in the role profile for a ward councillor. The content of annual reports

to be standardised with proposals (templates) submitted to the next meeting of the panel.

- (f) noted and supported the Strategy for Elected Member Development in Kirklees together with proposals to introduce a personal development review for elected members.
- (g) agreed to the removal from the scheme of the completion of timesheets by elected members subject to the inclusion of other data to supplement existing measures such as improved members' annual reports and the personal development review outlined at appendix B.
- (h) agreed that Councillors Light and Khan be invited to the next meeting to discuss the workload and responsibilities of opposition group leaders.
- (i) agreed that the Elected Member Development Officer of the Corporate Development Unit be invited to the next meeting.
- (j) noted that arrangements for 'succession planning' as reported to the panel at its previous meeting were continuing ie, proposals to create a cadre of qualified members to take over Executive (Cabinet) and other prominent positions given the existing and future political balance of the council.

2. West Yorkshire Pension Fund investment panel

At the meeting of the panel held on 19 November 2004 the panel members had deferred a decision on whether or not a special responsibility allowance should be attached to duties arising from membership of the investment panel. The Bradford Metropolitan Council Independent Review Panel had considered a similar request from the West Yorkshire Pension Fund in order to form a judgement for all the West Yorkshire authorities. That panel had decided that the duty should not attract a special responsibility allowance. The panel supported the decision of the Bradford Council Independent Review Panel.

3. Licensing panels

At the meeting of the panel held on 19 November 2004 the panel had received a joint presentation from Kevin Kendall, Head of Building Control, Licensing and Markets and Michael Butler, Head of Democratic Support Service on how the Council proposed to deal with the requirements of the Licensing Act 2003 including arrangements for consideration of liquor licensing and late night refreshment houses. The panel had recommended as a temporary measure (up to March 2006) that the chairs of the licensing panels should receive a special responsibility allowance of £950.44 and that each member of the panel should received £36.55 per day split into half day sessions (2 x 4 hours).

The panel received an update report on the workload of the licensing panels to date and were advised that all panel members had received relevant training. The panel noted that the workload of the panels had to date been less than anticipated and agreed to review the matter further at its next meeting.

4. Pension for councillors

The panel had, at an earlier meeting, recommended that the Local Government Pension Scheme should be made available to all members of the council on a contributory basis on the basic allowance with effect from 17 September 2003 and had reserved the right whether or not to recommend that pension provision should include the special responsibility allowances. The panel considered an update report which gave information about pension arrangements in other metropolitan councils; detailed pension take up by Kirklees members as a percentage of the total number of members; the current annual cost to the council and the anticipated additional costs should the scheme be extended to include special responsibility allowance payments.

The panel is mindful to extend pension provision for members to include the special responsibility allowances with effect from 1 April 2006 and will review the proposal at its next meeting.

5. Payment for education appeal panel members

The panel, at its meeting held on 19 November 2004 had agreed to seek further information on whether or not the council supported, in general terms the payment of an allowance to members of schools admission and exclusion panels. The panel considered a report thereon together with a role profile for panel members and for the chair of such a panel. The report detailed the number of admission appeals and exclusion appeals convened during the calendar year 2004, the length of the appeal hearings and advised that the council would support the payment of a daily allowance to members of those panels (nb each panel consists of three laypersons one of whom acts as chair - elected members cannot hear these appeals).

The panel is mindful to propose payment of an allowance of £110.81 for a full day meeting and £63.36 for meetings lasting less than 4 hours with effect from 1 April 2006 and will further review the proposal at its next meeting. The allowance to replace the existing system of panel members submitting claims for individual expenses.

6. Civic allowances

The panel considered a report on payment of civic allowances to the Mayor and Deputy Mayor which had last been updated by the council in 1995/96 (ie, prior to the Independent Review Panel being established). Having discussed the matter the panel do not consider these allowances to be within its remit

and agreed to refer any proposed updating of the allowances to the Group Business Managers Sub-Committee.

7. Overnight subsistence rates for elected members

Following consideration of a report the panel recommend that the existing rate of £82.05 and £93.58 (London and LGA annual conference) be increased by 2.75% backdated to 1 April 2005 and that the rates be increased in future in line with the percentage increase of officer daytime rates.

8. Recruitment of additional panel member

The panel gave further consideration to the appointment of a panel member following the retirement of Mrs Christine Woods who had moved away from the Kirklees district. The panel requested that a job description be prepared for this position and that investigations be made as to the membership of other independent review panels in neighbouring authorities.

Professor Andrew Taylor
Chair of the Independent Review Panel

**Interim Report
on the project to
Review Member Roles
and Responsibilities**

for the

**Members Allowances
Independent Review
Panel**

29 July 2005

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Appendix One – councillors and officers consulted

Introduction

At the meeting of the Independent Review Panel (IRP) in November 2004, panel members added their support to a project commissioned by group business managers, to review the roles and responsibilities of councillors and the allowances attached to them. Panel members were keen that the project included a wider review of the allowance scheme which has been in operation since 1999.

This report feeds back some of the key findings of the review. The research results provide a brief overview of some of the key changes in local government and the impact these are having on the role of a councillor. This in turn is driving a need to update the members allowance scheme to meet the changing demands.

The evidence collected from councillors and officers supports the case for change to remove the time element from the scheme. The report also offers a suggested way forward that if the panel agrees with in principle, will need some further work to add details to the scheme.

2 Project research

Research was undertaken into the following areas:

- Original aims and structure of the member allowance scheme
- Comparisons with schemes operating in other authorities
- Government agenda on the future of local government.
- Consultation interviews and group meetings with key stakeholders

The consultation process involved one to one interviews with a cross section of councillors and officers including the leader of the council, leaders of each political group, councillors who receive a special responsibility allowance (SRA), the chief executive and solicitor to the council. Meetings have taken place with each political group, Business Managers Sub Group, Council Business Committee and the Overview and Scrutiny Management Group. A full list of those consulted is attached as Appendix One.

The interviews focused on six key areas:

- Principles of the current allowance scheme
- Role profiles
- Time ascribed to role profiles
- Evidencing councillor activity and time
- Managing development needs and succession planning
- Support to councillors to carry out their roles

3 Research results

The results reported at this interim stage relate primarily to the principles of the allowance scheme.

3.1 The national agenda

The profile of councils and councillors, and the degree of respect the public has for them has been on the wane for some time. In response to this the government has produced a series of papers setting out its 10 year vision for the future of local government. The aspects of their vision most relevant to this report are the increased focus on community leadership and the localism agenda, which aims to give local communities more influence over their own destinies.

The responsibility for community leadership rests with local councillors and although not new, the emphasis is increasing. Community leadership was established in statute in the Local Government Act 2000, which gave councils the power 'to do anything to promote the economic, social and environmental well being of their area'. For Kirklees this operates at three levels:

Representing and securing the interests of Kirklees regionally and nationally

- Sub-regional joint authorities
- Strategies and allocation of resources at sub-regional and regional level (e.g. local transport plan, housing investment, regional economic strategy)
- Participating in national networks and influencing national policy

Leadership of the council and at district level

- Leading public opinion and promoting debate on difficult issues
- Leading the council by providing vision and direction, prioritising and decision making, allocating resources, governance and accountability, and scrutiny. This is a role of all councillors and of the council meeting.
- Leading the district – working through partnerships to influence all services and align public expenditure.

Leadership at a local area or ward level

- Engaging and listening to residents to understand the needs of local communities
- Brokering consensus and representing the views of the community
- Bringing people together and building more cohesive communities
- Scrutinising service delivery at a local level

There is an increasing drive to devolve power to a more local level, from central government to local government and from local government to neighbourhoods. The ODPM vision includes promoting and developing neighbourhood arrangements to harness people's interest in the local issues that affect their daily lives. Local councillors are in the unique position of being democratically elected and able to provide leadership in developing partnership arrangements at this level.

Local Area Agreements (LAAs), introduced in the 2004 Spending Review help form part of the 10 year strategy to build a new relationship between central and local government. This signals the move away from the 'Whitehall knows best' approach and places the emphasis on achieving local solutions to meet local needs whilst also contributing to national priorities and achieving standards set by central government. It was announced last month that Kirklees is in the second round of LAAs.

Linked into LAAs is the development of Local Public Service Boards (LPSBs). LPSBs are seen as a means of improving public services that better reflect the

priorities of the local community, through integrating local services, pooling resources and bolstering horizontal accountability between partners. Kirklees is currently working up ideas for developing LPSBs in our area.

These ever changing demands from central government are impacting on the governance arrangements of the area and the role of a local councillor.

3.2 Local changes – the Kirklees agenda

Change at a local level is placing further demands on our councillors. Some changes have been driven by our response to the national agenda and others driven by local initiatives. The key ones relevant to this report include further development of the area committees and partnership working at a local level.

Area committees have established themselves within communities as local decision making bodies which have real influence and local impact. They are increasingly seen as an effective way of consulting with local communities by both council services and partner agencies. In many area committees, councillors from different political persuasions have demonstrated that they are able to work together for the local good.

Councillors have taken the lead overseeing actions plans and portfolio themes on behalf of their area committee. They are supported by officers to establish local working groups, involving council services and partner agencies to identify ways to deliver services to meet local needs. During 2004/05, area committees have approved 182 projects with a combined spend of over £860K.

The council is committed to the continued development of its area committees and is working towards giving them more power to influence and mould service delivery in their areas. The Neighbourhood Policing initiative and PCT Locality Schemes are aligning with the area committee structure. All of which will place increasing demands on our councillors.

Our councillors play a crucial role in the drive to ensure continued improvement of services and maintaining the council's 'excellent' status. Outside of the work in area committees there is an increased emphasis on services to consult and respond locally. To support this, councillors are asked to lead and act as advocates for services in their area.

In preparation for the Audit Commissions reassessment of the council, one of the priorities included in the Corporate Improvement Priorities 2005-06 is 'Leadership and Partnership'. This includes work to 'ensure that all members have the opportunities to develop the skills to fulfil their representational, leadership and governance roles.'

The importance the council places on member development reflects the increasingly complex roles councillors carry out:

- To represent and lead their local communities in their wards
- Contribute to scrutiny, policy making, decision making, quasi-judicial processes, appeals, and the provision of services at a Kirklees level

- Leadership of the district and influencing and being part of a complex range of partnerships
- Influencing and working with organisations at sub-regional, regional and nation level

Further evidence of the council's commitment to member development is the appointment of a Corporate Development Officer with specific responsibility for member development with a dedicated budget. The purpose of the post is to develop a sustainable framework which includes personal development reviews to identify development needs, an individual development plan for all members and the use of a variety of approaches to meet development needs. A further report to the panel will provide more details of this work.

Succession planning is a key part of member development. Political groups need to ensure they have a strategy to develop members to take on roles with increased responsibility in the future and a core group of members with potential for leadership.

Case studies (appendix two) and time sheet information (appendix three) are attached to give the panel an indication of the breadth and amount of work being carried out by councillors.

Appendix four is an update report to the Devolution Advisory Committee on progress made to date by area committees. It provides the panel with an outline of the activities at a local level and demonstrates some of the links being made with partner organisations.

3.3 Impact of change on the members allowance scheme

As part of the research for this project, councillors and officers were asked if the principles that underpin the allowance scheme were still appropriate. They were asked to consider this in the light of the changes that have already taken place and likely future changes.

The main principle of using a role profile to reflect the level of responsibility and thus the allowance was generally accepted. The transparency of the scheme and simplicity of administration were regarded as key benefits. However concerns were raised about the time element.

When the scheme was originally designed, roles attracting an SRA were banded based on "the role profile, the individual nature of each particular role and the varying skills and knowledge which members would require to fulfil those roles. The panel was mindful of the personal time which members would need to devote to each role and agreed a banding system on the following basis:-

| | |
|---------------|------------------------|
| Band A | - Full-time equivalent |
| Band B | - Up to 3 days a week |
| Band C | - Up to 2 days a week |
| Band D | - One day a week |
| Band E | - ½ day per week" |

Concerns about the time element were raised by both councillors and officers. These included:

- The scheme places too much emphasis on time when the primary focus should be responsibility.
- People work at a different pace and one councillor can get more done in less time than another. This may highlight a development need but those interviewed felt that the scheme should focus more on outputs than inputs.
- Councillors who take on more than one SRA can theoretically be committing more time in a week than is physically possible. This is also the case for a councillor who works full time and takes on role attracting one of the larger SRAs.
- The way time is ascribed to the business managers and opposition group leaders can create the potential anomaly of a business manager being paid more than their party leader. Business managers are paid on a banding, based on the number of members in a group. Party leaders are paid on the size of their group in relation to the other opposition parties. This also leads to the situation where the current leaders of the two main opposition parties, that have a very similar number of councillors and arguably similar workloads, but there is a day per week difference in their allowances.
- In terms of ensuring transparency of the scheme, there is a problem explaining the allowance for a councillor receiving a full time SRA. It is unclear within the current scheme whether they are expected to commit an additional 20 hours per month for ward work. If they aren't, it could be questioned as to why they are entitled to both the basic allowance and the SRA.
- Time sheets were raised by many as a particular problem. They are used as a hard measure of councillor activity, but the majority of those interviewed felt this information was of very little or no use at all. They were more interested in what councillors achieve rather than the time they put in. Time sheets were seen as having no real purpose because the information is not used. It is not lawful for the council to apply sanctions to a councillor who does not commit the time ascribed to the role/s they undertake. Many councillors have stopped completing time sheets. There were various reasons given for this in addition to those above:
 - Nothing happens to the ones that are completed
 - The accuracy can't possibly be checked
 - Councillors don't 'clock on and clock off' eg phone calls are taken, e-mails dealt with in and amongst other activities carried out at home
 - Some felt resentful of being asked to complete time sheets, it was felt to be a matter of trust

4 Suggested way forward for the panel to consider

Time was an appropriate measure when the scheme was originally designed. However it is no longer felt to assist in the operation of the scheme. The vast majority of Councillors and officers interviewed felt this element should be removed. This does not necessarily mean a major change to the scheme. As stated above, all other aspects of the scheme are generally accepted. It is also worth noting that the Kirklees scheme is regarded as a model of good practice. A major change is therefore not proposed.

Research of allowance schemes operating in other authorities has given some information that has helped develop ideas for a revised scheme. The actual allowances are always available but the detail of how these figures are arrived at isn't always as transparent. Where we have received this information, a system of banding by responsibility is the most commonly used.

There are variations in how the banding schemes operate. Some are solely based on responsibility, starting with an allowance set for the leader. Other roles then fall into bands based on a percentage of responsibility compared to the leader. Other schemes include an element of time to assist in the calculation of an SRA, but this is just in recognition of the workload and there is no expectation to measure time input against it. Some banding schemes don't include the leader and deputy leader, the banding starts after these two higher SRAs have been set.

In calculating the basic allowance, most authorities use a time element with either an hourly or daily rate. Again this is in recognition of the likely workload and there is no expectation to measure time input against this. Some schemes include travel and subsistence in the basic allowance, and others don't.

In order to address the concerns raised during the research, the IRP are asked to consider the following scheme.

The five bands outlined in the original scheme have evolved into the current scheme, with variations within the bands. For example, the leader, deputy leader and cabinet members all fall within band A, however the leader receives the highest allowance followed by the deputy and then cabinet members. The chair of overview and scrutiny is paid an allowance for 4 days per week which falls between band A and band B.

If there were to be a straight move across from the current scheme to the proposed scheme would be as follows:

| Band | Role | Allowance (£) |
|---------------|---|----------------------|
| Band A | | |
| A1 | Leader | 19728.00 |
| A2 | Deputy leader | 14256.56 |
| A3 | Cabinet member | 11689.87 |
| Band B | | |
| B1 | Chair of overview and scrutiny Business manager (30+ members) | 7603.50 |
| B2 | Leader of majority opposition group | 5702.63 |
| B3 | Business managers (20-29 members) | 4752.19 |
| Band C | | |
| C1 | Leader of first minority opposition group | 3801.75 |
| C2 | Chair of council business committee Business manager (10-19 members) Chairs of planning Chairs of overview and scrutiny panels | 2851.31 |

| | | |
|---------------|--|---------|
| Band D | Overview and scrutiny management group Chair of appeals panel Chair of standards committee Leaders of other minority groups Chairs of area committees Chair of licensing and safety committee | 1900.88 |
| Band E | Business manager (2-9 members) Chairs of licensing panels | 950.44 |

If the panel were to adopt the principal of the above suggestion, further work would be done before the next panel meeting to work up details and review which roles should fall into each band. In a hung council it will not be as straight forward as in authorities with only one major opposition party. It may therefore be necessary to continue with some divisions within a band. The panel may also like consider the option of separating the leader and deputy leader roles from the banding scheme.

The role profiles would remain core to the proposed new scheme. These will be updated and skills and knowledge requirements added. The role profile for a ward councillor has been revised and is attached as appendix five. The role profile document will give the panel information to help determine the level of allowance. It will outline “the individual nature of each particular role and the varying skills and knowledge which members would require to fulfil those roles” as was agreed when the scheme was first designed.

Current allowances are calculated primarily by using a daily rate. If the panel feels for ease of calculation this should be maintained in some form, it could still be possible by adopting the percentage system used in some other authorities.

5 Evidencing member activity

Councillors understand why the panel recommended the use of time sheets and the importance of evidencing public spending on their allowances. However they feel more credible sources of evidence could be used.

As the overall framework for member development comes into operation, a database will hold records of development needs identified, action taken to meet those needs and evaluation information. Non confidential reports from the database can be presented to the panel in the future.

Councillors will continue to produce annual reports outlining their activities and achievements. These can be supported by area committee reports and documentation. Party newsletters and publicity would also give the panel a flavour of ward/area based activities.

The council is currently piloting a database software package to support councillors in managing the case work. The pilot has only been running a few weeks so it is too

early to provide the panel with a sample of the evidence at this stage. In future, the panel could be provided with evidence from this source.

Records of participation at formal council meetings are currently maintained manually. Officers working in the overview and scrutiny team have set up an attendance database for their meetings. The attendance report 2004/05 is attached as appendix six. This information is used by the overview and scrutiny management team and is reported to group business managers so they can address attendance problems with their Members where necessary. It is planned that records of attendance at all formal council meetings will be maintained in a database and reports presented to leaders and business managers.

6 Decision requested and next steps

The panel is asked to support the outline proposal for removing the time element from the members' allowance scheme. If the panel were to support the proposal, councillors and officers would add further details and review the roles within each band as set out in the proposed scheme before the next meeting of the panel. This work will include revising the role profiles attracting an SRA and the inclusion of the skills and knowledge for each one.

Councillors and officers consulted

The following councillors and officers were consulted:

Councillors:

Kath Pinnock – Leader of the Council
Robert Light – Leader of Conservative Group
Mehboob Khan – Leader of Labour Group
Andrew Cooper – Leader of Green Group and Cabinet Member
John Smithson – Deputy Leader of the Council
Paul Battye – Cabinet Member and Business Manager
Andrew Palfreeman – Chair of Overview & Scrutiny
Jean Calvert – Chair of Regeneration Overview & Scrutiny Panel
Mark Hemingway – Business Manager
Eric Firth – Business Manager
Julie Stewart Turner – Business Manager, Overview & Scrutiny Management Group
Deryck Hillas – Chair of Huddersfield North Area Committee

Groups/Meetings

Political Group Meetings – Liberal Democrat, Conservative, Labour and Green
Council Business Committee
Business Managers Sub Group
Overview & Scrutiny Management Group

Officers

Rob Vincent – Chief Executive
Dave Harris – Director Corporate Development
John Emms – Solicitor to the Council
Mike Butler – Head of Democratic Support Services
Kevin Kendall – Head of Building Control, Licensing and Markets
Philip Hume – Head of Policy Team
Dahalia Hendrickson – Members Services Manager
Vanda White – Members Allowances Administrator
Gurmit Jauhal - Group Admin & Research Officer Liberal Democrats
Andy Wood - Group Admin & Research Officer Conservative
Ken Lowe - Group Admin & Research Officer Labour
Bash Uppal – Local Area Structures Co-ordinator
Carol Gaunt – Corporate Principal Training & Development Officer

Appendix B

REPORT TO: Group Business Managers Sub Committee – Thursday 14 July 2005

AREA COMMITTEES / WARDS AFFECTED: None Specific

TITLE: Elected Member Development in Kirklees

WHY IS IT COMING HERE? / WHAT DECISION IS REQUIRED?

- To approve the revised version of the Ward Member role profile, updated in response to Member comments as part of the Member Roles and Responsibilities project, to be presented to the next meeting of the Allowances Panel on 29 July 2005 (attached at Appendix I).
- To share the strategy document (attached at Appendix II) covering Elected Member development in Kirklees with Group Business Managers and seek approval.
- To outline the proposed process for implementing the strategy, with specific emphasis on the role of Group Business Managers and to approve the documentation designed to support the process (attached at Appendix III)

IS THIS AN URGENT ACTION APPROVED BY THE CHAIR OF SCRUTINY? No

WHAT ARE THE KEY POINTS?

- At the last Group Business Managers Sub Committee on 16 June 2005 Members received a brief report setting out work undertaken thus far and plans for the future. As part of that discussion it was agreed that Members would receive a copy of the strategy document and practical proposals for its implementation at the next meeting. At the meeting Members will receive a presentation explaining the proposed process to be adopted.
- A key part of the Member development process are the role profiles, created originally in 1999 as part of the Members' Allowances scheme. Clearly the Ward Member profile is a central building block to an effective Member Development process as it applies to all 69 of our Councillors.
- In readiness for the next meeting of the Allowances Panel (see elsewhere on the agenda) work has taken place to update the Ward Member profile. Copies of the original and updated versions are attached at Appendix I. Group Business Managers will need to agree the final version in readiness for the next Panel

meeting.

- Turning to Member development, it is important that we set the activity that we plan to take into a wider context that is clear about why we are embarking on this piece of work and what we are seeking to achieve. Whilst there are some external drivers it is equally important to maintain a focus on why it is important for Kirklees and its Members. The attached strategy document (see Appendix II) seeks to bring these strands together and will be used as a basis for measuring the progress that is made in meeting the objectives set. Group Business Managers are asked to endorse the strategy and work with their Members and Officers to make it a success.
- Finally, significant work has taken place since the last meeting to develop some of the practical tools to be used as part of the process to be used by Group Business Managers to identify the development needs of their Members. Copies of the documentation are attached at Appendix III. The rationale behind their development, the ways in which they will be used to support the process and the key role to be played by Group Business Managers will be covered in more detail as part of the presentation at the meeting.

RECOMMENDATION

Group Business Managers are asked to:

- Approve the revised version of the Ward Member role profile (attached at Appendix I).
- Endorse the strategy document (attached at Appendix II) covering Elected Member development in Kirklees.
- Endorse the process for identifying and meeting Member development needs along with the practical tools (attached at Appendix III) to support that process.

CONSULTEES AND THEIR OPINIONS

The following have been consulted on the contents of this report::

The Leaders of the four political groups, namely Cllrs K Pinnock, Light, Khan and Cooper.

Dave Harris, Director of Corporate Development

Carol Gaunt, Corporate Principal Training & Development Officer

Philip Hume, Head of Policy Team

Michael Butler, Head of Democratic Support Services

Karen Johnson, Head of Community Support Services

Julie Fothergill, Corporate Development Officer

Note that due to tight time scales, some comments may need to be raised at the meeting as consultees may not have had time to forward them prior to agenda

dispatch.

CONTACT OFFICER AND RELEVANT PAPERS

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ROLE PROFILE FOR A WARD COUNCILLOR

Agreed August 2003

1. Local Representation and Leadership

- To lead and champion the interests of the local community and effectively represent the interests of the Ward whilst serving all constituents equally.
- To use influence as an Elected Representative to develop links between groups and communities in the Ward and local area.
- To meet and liaise regularly with local interested parties and to involve and consult with them on key Council decisions.
- To work collaboratively with other Elected Members within the same ward.
- To support and promote education for citizenship locally and encourage the community to participate in the government of the area
- To undertake case work for constituents.
- To be constructively involved in the work of the local Area Committee
- To lead on the delivery of priority theme/s within the Area Committee Community Action Plan.
- To work with other agencies on matters that affect the community.
- To communicate with local people and answer enquiries:
 - about decisions that affect them
 - about opportunities in the community
 - regarding the rights of constituents within Kirklees
 - as to why decisions are taken

2. Council Representation

- To contribute to the formation and scrutiny of the Authority's policies, budget, strategies and service delivery.
- To participate constructively in the good governance of the area
- To participate in the scrutiny of decision making and review of the policies and services of the council.
- To represent the authority to the community and the community to the council.
- To develop and maintain a knowledge of the Council and develop working relationships with it's officers.
- To participate in the activities of any political group of which the councillor is a member.
- To inform the debate at Full Council meetings and contribute to the effectiveness of the Council meeting as the focus of visible leadership.

3. Representing the Council

- To represent the council on outside bodies and to participate effectively as a member on any committee or panel, and where appropriate to represent those bodies within Kirklees

4. Other

- To fulfil the legal (in accordance with the National Code of Conduct for Councillors) and local requirements placed on an elected member.
- To be responsible for personal development and undergo appropriate development and continuous improvement within the role.
- To prepare an Annual Report to be published every June.
- To complete time sheets in accordance with guidelines.

Role Profile - Ward Councillor Draft – July 2005

Leadership at Ward Level

- To lead and champion the interests of the local community and effectively represent the interests of the Ward and its constituents.
- To meet and liaise regularly with local interested parties and involve and consult them on key Council decisions.
- To support and promote citizenship locally and empower the community to participate in the governance of the area.
- To undertake case work for constituents and act as an advocate in resolving concerns or grievances.
- To communicate with local people and answer enquiries:
 - about decisions that affect them
 - about opportunities in the community
 - regarding the rights of constituents within Kirklees
 - as to why decisions are taken

Localism and Local Area Committees

- To participate constructively in the good governance of the area.
- To use influence as an Elected Representative to develop links between groups and communities in the Ward and local area.
- To be constructively involved in the work of the local Area Committee.
- To lead on the delivery of priority theme/s within the Area Committee Community Action Plan.
- To forge local partnerships to ensure resources are used to meet the needs of the area.

Representation

- To inform the debate at full Council meetings and contribute to the effectiveness of the Council meeting as the focus of visible leadership.
- To contribute to the formation and scrutiny of the Authority's policies, budget, strategies and service delivery.
- To contribute to the scrutiny of decision making and review of the policies and services of the council.
- To represent the authority to the community and the community to the council.
- To develop and maintain a knowledge of the Council and develop working relationships with its officers.
- To participate in the activities of any political group of which the councillor is a member.
- To represent the council on outside bodies and to participate effectively in the appointed role and, where appropriate, to represent those bodies within Kirklees.

Other

- To fulfil the legal (in accordance with the Council Code of Conduct for Councillors) and local requirements placed on an elected member.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

A Strategy for Elected Member Development in Kirklees

1. The National and Regional Context

The central importance placed on the changing roles and responsibilities of our Elected Members as a key part of the ongoing modernisation of local government is a core part of the *“Local Government Act 2000.”*

The growing emphasis placed on the development of clearer and stronger roles for Elected Members as community leaders is a major strand of the Office of the Deputy Prime Minister’s (ODPM) *“10 Year Vision for Local Government.”*

The recent ODPM document *“Vibrant Local Leadership”* sets out a framework for the future that has at its heart the concept of leadership – of the local area, the whole of the council area and at the sub-regional/regional level. It acknowledges the central importance of Elected Members as advocates, community leaders, local champions and political and strategic leaders.

In a world of increasingly complex problems, multiple service providers and diverse governance arrangements, Councillors have a key role to play in ensuring that the issues and problems of local communities inform the service provision, budget decisions and strategies of both the Council and its Partners.

Increasingly strategy is developed through partnerships which can also be responsible for service delivery. Councillors (and officers) need to be able to pursue the interests of the district in a range of regional and sub-regional forums. CPA2 will have a stronger focus on community leadership and the effectiveness of achieving objectives through partnerships, while the development of the shared priorities and the emergence of Local Area Agreements/Public Service Boards emphasise a similar agenda.

This wider context is complemented and informed by the significant work developing within the region in terms of the support structures and initiatives in place to equip Elected Members to meet these challenges. The work of the Improvement and Development Agency (IDeA) and the Local Government Management Board in developing the Yorkshire and Humberside Charter for Elected Member Development can be seen within this context.

This is the context within which our Elected Members are being asked to operate.

2. The Kirklees Context

As an excellent Council, Kirklees has a track record of strong corporate governance and a culture of innovation and forward thinking. Our Elected Members have played a crucial role in achieving excellence and will have a continuing role in maintaining that standard.

As detailed above, the world within which Elected Members are operating is a complex and fast changing one, characterised by new challenges in terms of the range of roles, responsibilities and functions that they are expected to carry out. An ongoing challenge for Members and Officers alike is to ensure that effective support and development structures are put in place to best equip them to meet those challenges.

Within this context the *“10 Year Vision for Local Government”* was the subject of a cross party workshop discussion at Full Council on 15 September 2005. In those discussions, Kirklees Councillors themselves identified the need to develop their own capacity and skills.

Those discussions progressed to the next level, whereby one of the priorities included in the Corporate Improvement Priorities 2005-08 is ‘Leadership and Partnerships’. This includes a specific work package to:

“Ensure that all members have the opportunities to develop the skills to fulfil their representational, leadership and governance roles”.

With this in mind Budget Council on 23 February 2005 agreed that £150k should be allocated from the Modernisation Council Wide Initiative (CWI) Budget for a two year period to begin to test out workable approaches to Member development in Kirklees. This includes provision for the post of Corporate Development Officer (Elected Member Development) and a development budget (£35K per annum).

3. The Kirklees Approach

Objectives

Over the next two years Officers will work closely with Elected Members to achieve the following objectives:

- Development of a process to identify the development needs of all councillors – this would be in relation to both current roles (using role profiles as a basis) and possible future roles (identified as personal aspirations and through succession planning with groups). Would also encompass:

- specialist skills and knowledge (e.g. planning, licensing, scrutiny, knowledge of services);
 - generic skills and knowledge (e.g. communication, media, leadership, team development, chairing, influencing, questioning);
 - practical skills (e.g. e-mail, intranet, internet);
 - experience of roles
 - political leadership and group development
- Develop individual personal development plans to identify development priorities, identify responsibilities, track what has been done and achieved;
 - A pro-active approach to identifying and/or developing opportunities to meet the identified needs;
 - Using a variety of approaches (in partnership with other authorities, partners etc in some instances) as appropriate to the activity and the needs of the individuals and groups, e.g. coaching, mentoring, 'on the job support' as well as group activity such as workshops/seminars;
 - Ensuring that activity is convenient to Members and is equally available to all, where appropriate
 - Ensuring a match between when development opportunities are available and when they are needed;
 - Ensuring that development is followed through and there is support to put learning into practice and to learn from practice;
 - Ensuring that development provision is "tailored" to the needs of Kirklees Members. Internal and external providers will need to work within these parameters.
 - Ensuring that there is a managed and co-ordinated approach to the induction of new Councillors
 - Development of an electronic, web based infrastructure to support the management of the above.

Benefits

The benefits that we hope to achieve as a consequence of the above are set out below:

- Members better equipped to meet current and future challenges with regards to their range of roles and responsibilities.
- A higher quality of service for the residents of Kirklees

- Wider understanding of the development needs of Members, and how best to meet them.
- An appreciation by services of how best to meet the development needs of Members.
- Better support for succession planning across the political groups.
- Greater ownership amongst Members for their own personal development.
- A greater awareness of what does (and does not) work for Kirklees Members in terms of development activity.
- A co-ordinated approach to meeting Member development needs that proves sustainable beyond the two years of the project, subject to budgetary commitment.

A Member Led Approach

Successful delivery of this strategy is fully dependent on Elected Members owning and driving the process. It is for this reason that the objectives and approach set out in this document have been fully endorsed by the Leaders of the four political groups. They are very clear about their role as champions of the strategy within their groups and the Council as a whole. Group Leaders will receive progress reports on the implementation of the strategy.

Furthermore, the four Group Business Managers will play a major, ongoing role in bringing the strategy to life. It is they who will:

- Work with Officers to shape the process in a way that is meaningful to their Members. Meeting as a collective (Group Business Managers Sub Committee), they will receive regular progress reports and will have a key role in providing ongoing advice with regards to the practical implementation of the approach.
- Carry out, with support initially, the personal development reviews for the Members in their group.
- Act as “gatekeepers” between their Members and the Corporate Development Officer (Elected Member Development) for ad hoc development needs identified outside of the formal process. This will ensure that demands are properly managed and co-ordinated.
- Work closely with their Members to ensure that they are accessing the development needs provided and, thereafter, finding out how useful the provision was.

Finally, all of our 69 Members will be at the core of this approach. It will be driven by their engagement in the process and by them proactively working with their Group Business Manger and Officers to identify their needs and work collaboratively to ensure that they are met.

A Managed Approach

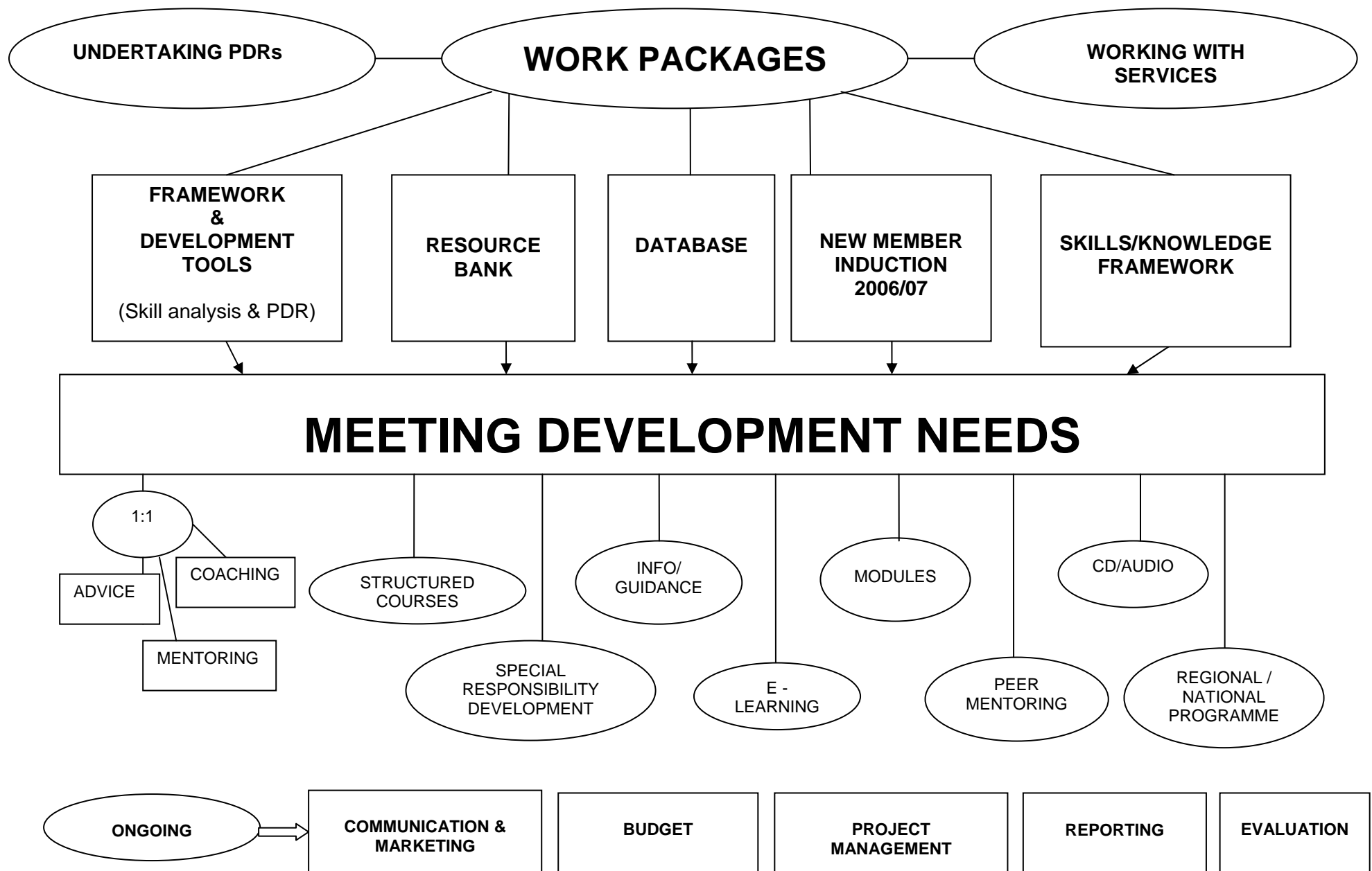
Whilst effective Member engagement is critical to success, there will be a robust support structure in place to ensure that the objectives set out in this strategy are met. The principle of “Member led / Officer facilitated” will characterise the approach that will be taken.

The process will be properly project managed using the Framework for Successful projects adopted by the Council. The Corporate Development Officer (Elected Member Development) will report to a Project Team of key officers who will provide support and guidance during the course of the project. The team will be chaired by Carl Whistlecraft, Corporate Development Officer, and involve key service representatives.

The Team will oversee and support the development and implementation of a number of work packages (details set out in the attached diagram). Progress will be reported to the project team, with highlight reports being submitted to the Group Business Managers Sub Committee every four weeks.

Carl Whistlecraft
Corporate Development Officer
Tel: 01484 221779
Email: Carl.Whistlecraft@kirklees.gov.uk

Document Produced: 7 July 2005



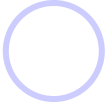
Elected Member Development in Kirklees

Information Pack

Contact Officer:

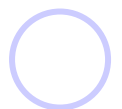
Angie Dickinson
Corporate Development Officer
(Elected Member Development)
Tel: 01484 416930
E-mail: angie.dickinson@kirklees.gov.uk





We could insert an introduction from the Group Business Manager here.

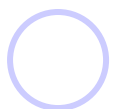
We realise that this is something new and that you might not have taken part in anything like this before. We hope to make the process as straightforward as possible. If you have any ideas how we can improve it, please tell your Group Business Manager.



● Where did the idea come from?

○ For Members, by Members

- At a full Council meeting in September 2004, Councillors identified the need to develop their own capacity and skills to meet the current and future requirements of the Council and Councillors. This was further discussed and supported by the Group Business Managers and Independent Members Allowances Panel.
- Resources have been identified for a two-year period to support Member development in Kirklees. This includes provision for the post of Corporate Development Officer for Elected Member Development who will support the Group Business Managers to fulfil their roles in identifying and meeting the development needs of their Members.
- In addition to Members identifying the importance of Member development, one of the Corporate Improvement Priorities (2005-08) is 'Leadership and Partnerships', which includes 'ensuring that all Members have the opportunities to develop the skills to fulfil their representational, leadership and governance roles'.



Welcome to your Review

It's about you!

- The Review is about you and your development, and about identifying what could help you now, and over the next 12 months.
- The purpose of the Personal Development Review for Elected Members is to ensure that, at least once a year, you have the opportunity to reflect on your roles as a Councillor, your aspirations, the skills and knowledge you have and those you may like to develop.
- In order to understand your development needs, your Group Business Manager and the Corporate Development Officer for Elected Member Development need to know a little more about you, your skills, roles and areas of interest. They will invite you to a Review meeting once a year. These meetings will be informal and will take place at your convenience.
- You can choose whether or not you want your Group Business Manager to carry out the Review. The Officer will carry out Reviews on request and share the agreed outcomes with the Group Business Managers on your behalf.
- From your Group Business Manager's perspective, the Review will give them the opportunity to discuss matching your current and future roles with your strengths, interests and personal goals. You will be able to discuss the types of development activities you would like to undertake. These can be met in a variety of ways and we will be as flexible as possible to ensure this is tailored to your individual needs.

- If you cannot think of any development needs you have at the moment, it is still important that you take part. Your Review may highlight new ideas that you want to follow up. Also, succession planning for your group may be informed by the information given at the Review Meeting.
- There may be skills and knowledge you have which could be shared. This is your opportunity to discuss this with your Group Business Manager. You might like to consider becoming a Mentor on a topic of your choice, helping colleagues in your Group by sharing your knowledge and experience.
- The focus of the discussion is on you - but we realise that you do not work in a vacuum. The interaction with other Members in your Group, those from other Groups, Officers of the Council and partner agencies can be discussed and development needs identified in relation to these interactions.
- To help you get started, there are some simple questions you may like to answer before your Review meeting. These will help you to start thinking about your skills and experience.



Self-assessment Form

Pre-discussion questions for Members

In order to understand your development needs, your Group Business Manager and the Corporate Development Officer for Member Development, Angie Dickinson, would like to know a little more about you, your skills, roles and areas of expertise.

It would be helpful if you could complete the short form below, prior to your Development Review meeting. This information will help us to tailor development activities to meet your needs and help your Group with succession planning – and sharing knowledge and learning. If you would like to meet with Angie to discuss this form and to work through it together, please contact her on 01484 416930 to arrange a convenient time to meet.

Where possible, the sections on your current roles and recent development activities have been completed. Please check that these are accurate and add to them or amend as necessary.

This form may be completed on-line or printed and completed by hand. Go to: **[Intranet address](#)**





Name:



How long have you been a Councillor? _____

- In order to match your responsibilities with your interests (wherever possible), please tell us about your involvement and interests:

| Membership of Panels or External bodies | Previously involved Chair or member? Portfolio holder? | Currently involved Chair or member? Portfolio Holder? | Interested in being involved in the future Yes/no/maybe |
|---|--|---|--|
| Special interests/responsibilities | | | |
| <i>Current roles will be filled in from information on the existing database on the website</i> | | Completed | |
| <i>Members will only have to fill in previous roles and future interests</i> | | | |
| <i>The tables will expand to fit the number of roles. This is just an example.</i> | | | |
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- Development already undertaken
Please mention individual development e.g. Learning how to use GroupWise, one-to-one sessions with key officers, as well as conferences and training courses (e.g. Scrutiny development sessions).

| Area of Development | Date (if known) | Further development required? (Yes/no) |
|---------------------|--------------------|--|
| | | |
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| | | |

- Are you, or have you been involved in work (professionally or on a voluntary basis), which is relevant to the skills you have as a Councillor?

Please tell us about the job you have now (or jobs you have had), voluntary work or managing a home, bringing up children, etc, which are relevant and how the skills/knowledge gained from the work is helpful/relevant to your role as a Councillor. E.g. Skills communicating with children and young people, which help with community engagement; or managing a budget, which helps when discussing budgets and financial issues.

Again, if completed on the Intranet these boxes will expand to fit the text.

- What has gone well for you so far in this term of office?

Please pick out two or three highlights e.g. being happy with a presentation you gave to a large audience; your role in organising a successful Area Committee event, etc. You may like to think about the skills you used in these examples.

In your role as a Ward Councillor:

In your other roles (e.g. Scrutiny, external bodies, etc):

○ What has not gone so well for you so far in this term of office?

Please pick out two or three things e.g. being unhappy with a presentation you gave to a large audience; your role in organising an Area Committee event which didn't go so well, etc. You may like to think about skills you might like to develop in relation to these examples.

In your role as a Ward Councillor:

In your other roles (e.g. Scrutiny, external bodies, etc):

○ Do you have anything else you wish to be taken into consideration? E.g.

Please send copies of this completed form to your Group Business Manager and to the Corporate Development Officer (Elected Member Development): Angie.Dickinson@kirklees.gov.uk prior to your Review meeting.



What happens next?



The process

- Submit your self assessment form electronically, or send a paper copy to your Group Business Manager. They will send a copy to the Corporate Development Officer (Elected Member Development).
- Your Group Business Manager will arrange a convenient time for three of you to meet and discuss your Self-Assessment form and your development priorities.
- The development actions will be noted down and you will then agree them with the Group Business Manager and sign your Personal Development Plan for the next twelve months.
- The Group Business Manager, working closely with the CDO for Elected Member Development, will then seek to ensure that development needs are met as timely and flexibly as possible.
- You will be asked to give feedback on the activities you have undertaken to ensure that they have matched up to your expectations.
- Whilst the Review is an important part of the process, identifying development needs and opportunities will be ongoing. If you identify new development needs after the Review process, you should contact your Group Business Manager. They will liaise with the CDO to ensure that emerging needs are met.
- You may be invited to courses and briefing sessions in addition to the development opportunities you have prioritised. There may be some training courses or briefing sessions made available to all Elected Members.

Elected Member Development in Kirklees

Group Business Managers' Handbook

Contact Officer:

Angie Dickinson
Corporate Development Officer
(Elected Member Development)
Tel: 01484 416930
E-mail: angie.dickinson@kirklees.gov.uk



● Before the Review



- When the Group Business Manager receives a completed self-assessment form, they will then arrange the Review meeting with the individual Elected Member and the Corporate Development officer (Elected Member Development).
- The Group Business Manager will meet with Corporate Development Officer (Elected Member Development) prior to the Review meeting to discuss matters arising from the self-assessment form and to prepare for the Review meeting.
- They will make some pre-meeting notes which agree the key areas to explore in the Review meeting.



Group Business Manager's notes



Name of Interviewee:

Date of Review meeting:

**Key points from Self-assessment form
re: previous/current membership of Panels**

Do they have expertise from previous Panels which could benefit the Group? How are they finding their current roles/responsibilities?

Future areas of interest

What opportunities may be available to them in the Group?

Development undertaken/requested

Is there anything you want to ask about specific development they've done? (E.g. would they recommend that specific training course to others?)

Relevant skills/work

Anything you want to focus on? Are there opportunities to discuss Mentoring?

What has gone well?

Are there any key questions you want to ask about 'what has gone well'?

What has not gone well?

Are there any key questions you want to ask about 'what has not gone well'?

Other issues

During the Review

Key lines of enquiry

● Confidentiality

- You may wish to explain about the password protected access to the Personal Development Plan.

● Areas to explore

- Using the 'Group Business Manager's notes and 'Self-assessment form' as prompts, you will want to discuss matters arising (e.g. interests for future portfolios, panels, etc; skills and knowledge from job/voluntary work; development undertaken).
- You may wish to ask about their future plans/aspirations/career goals. (Where do they see themselves in the future, Leader of the Group, MP, etc?)
- You may wish to talk about the next time they will be up for election and ask if they intend to stand again.
- Check out their areas of expertise. This should come from the 'What has gone well?' question.
- Discuss the possibility of them being willing to do some mentoring on key topics/skills. (Within the Group or cross-party?)
- Discuss role of Ward Member and the skills necessary to be an effective Ward Councillor. Identify which skills they have and which they might need to develop. (This will come out of the 'What has not gone so well?') ***There is a checklist to help you record the essential skills.***

● Working with other people

- You may want to explore their working relationships with other Members in the Group, Members from other Groups, Area Committees, Working groups, partner organisations, etc.

● Special responsibilities

- Discuss their current and future preferred roles and the skills necessary to be effective in those roles. Identify which skills they have and which they might need to develop.

● Personal circumstances

- You may wish to explore if there are any changes in their personal circumstances such as family responsibilities or changes in their health, which mean they may require some additional support.

Personal Development Plan

Name: _____

This list may be used as a prompt by Group Business Managers to check that their Members have the necessary skills and knowledge to be effective Ward Councillors. Most of the 'essential knowledge and skills' will be covered in the induction for new Members, the others will be discussed at Review meetings. Other Councillors may request a 'refresher' course or briefing on a key topic, and that can be recorded here.

| Induction | Undertake n | Action |
|---|----------------|--------|
| How the Council works | | |
| Knowledge of organisational structure and key contact officers (Knowledge of services' procedures/eligibility criteria, how to contact them and who to contact) | | |
| Political decision-making structures | | |
| Understanding of ethics and standards | | |
| Local and national policies and their impact on the Council | | |
| Overview and Scrutiny process (and scrutiny role in Area Committees) | | |
| Policies to which Members must adhere (e.g. Dignity at Work, Smoking Policy, etc) | | |
| Understanding local government finance and scrutinising budgets | | |
| Strategic priorities and key policies of Kirklees Council (and their development) | | |
| Corporate Parenting responsibilities | | |
| Kirklees Metropolitan Council's complaints procedure/s | | |
| Equality and diversity | | |
| Dealing with the media (e.g. protocols, press releases, effective radio/TV interviews) | | |
| IT/GroupWise skills/Using the Intranet | | |
| Managing casework (including the use of IT) | | |
| Ability to engage with the community | | |
| Ability to communicate with a range of audiences | | |
| Ability to develop effective relationships with key officers | | |

| Essential knowledge and skills | Undertaken | Action |
|---|-------------------|---------------|
| Effective meetings: | | |
| Chairing skills and ability to facilitate discussions | | |
| Active listening | | |
| Confidence in speaking in public | | |
| Influencing and persuading | | |
| Negotiation | | |
| Interviewing/Questioning skills | | |
| Managing conflict/mediation | | |
| Compulsory training for Members on quasi-judicial panels: | | |
| Planning | | |
| Licensing | | |

| Special responsibilities | Undertaken | Action |
|--|-------------------|---------------|
| Ability to lead on/contribute to developing strategies | | |
| Ability to research information to contribute to your understanding of the subject area and to find the key officers to support you in that role | | |
| Aims/policies of relevant outside bodies | | |
| E-Government | | |
| Specific knowledge relating to portfolio/area of responsibility (e.g. housing, environment, health) | | |
| | | |
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| Ongoing development Skills relevant to the individual | Undertaken | Action |
|---|-------------------|---------------|
| Ability to put into practice: community engagement, participation and involvement principles, Community Planning, consultation techniques | | |
| Ability to manage informal meetings/community events (and knowledge of the principles of event organisation) | | |
| Understanding the principles of Community Cohesion | | |
| Understanding of how policies are implemented/services are delivered locally | | |
| Partnership working | | |
| Understanding of Citizenship | | |
| Ability to identify risky situations (e.g. diffusing the situation, keeping yourself safe) | | |
| Assertiveness | | |
| Confidence | | |
| Creative thinking | | |
| Making a presentation (planning, delivery, use of technology, public speaking) | | |
| Managing change | | |
| Managing Stress | | |
| Mentoring | | |
| Motivating people | | |
| Note-taking | | |
| Project management skills | | |
| Report writing | | |
| Speed reading | | |
| Team-working | | |
| Time management | | |

After the Review meeting

Things to follow up

- Personal Development Plan to be written up, agreed and signed by the Member and the Group Business Manager.
- Date development activity is planned. (Updated by Group Business Manager, Group Admin and Research Officer, Corporate Development officer (Elected Member Development) or CDU Admin manager.)
- Offers of mentoring need to be recorded and actions followed up and logged.
- Date activity occurred. (Updated on database by Group Admin and Research Officer or Group Business Manager.)
- Evaluation/comments on the activity. (Updated on database by Group Admin and Research Officer or Group Business Manager.)
- Development activities may be identified outside the Review. These need adding to the Personal Development Plan (by Group Business Manager or Group Admin and Research Officer) and Corporate Development Officer needs notifying of the addition.