# Document Pack

**Democratic Services Section**
**Chief Executive's Department**
**Belfast City Council**
**City Hall**
**Belfast**
**BT1 5GS**

4th February, 2013

## MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room (Room G05), City Hall on Friday, 8th February, 2013, immediately following the meeting of the Voluntary Transition Committee, which is scheduled to commence at 10.00 am, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

PETER McNANEY

Chief Executive

## AGENDA:

1. **Routine Matters**

   (a) Apologies

   (b) Minutes

   (c) Declarations of Interest

2. **Democratic Services and Governance**

   (a) Timing of meetings involving Elected Members  (Pages 1 - 8)

   (b) Application of d'Hondt Principles to the Allocation of Committee Places and Choices for Civic Dignitaries in June, 2013  (Pages 9 - 24)

   (c) 2013 Somme Pilgrimage  (Pages 25 - 26)

(d)    Members' Generic Development Programme  (Pages 27 - 50)

(e)    Minutes of Meeting of Members' Development Steering Group  (To Follow)

3.    **Good Relations and Equality**

(a)    Proposed responses to equality complaints received re. Flag EQIA  (Pages 51 - 76)

**To: The Chairman and Members of the Strategic Policy and Resources Committee**

**Belfast City Council**

| Report to | Strategic Policy and Resources Committee |
|---|---|
| Subject: | Timing of meetings Involving Elected members |
| Date: | 8th February, 2013 |
| Reporting Officer: | Stephen McCrory, Democratic Services Manager (ext 6314) |

| 1 | Relevant Background Information |
|---|---|
| 1.1 | The Member Development Steering Group, at its meeting in November, 2011, considered a report concerned with helping Members to undertake their roles effectively while achieving a work/life balance. The Member Development Charter, which the Council was accredited with in November, 2011, also specifies that Councils should regularly assess the support which they provide to Members to ensure that they have sufficient mechanisms and arrangements in place to accommodate a proper work/life balance. |
| 1.2 | It is clear that the demands on Members' time are ever increasing. There were 365 meetings held in the year from 1st October, 2011. Such demands are likely to increase further as the Investment Programme is rolled out, the Review of Public Administration progresses and Councils begin to prepare for undertaking new functions, such as community planning and regeneration. In addition, Members have time commitments in attending a wide range of partnership meetings and meetings of outside bodies to which they are appointed. |
| 1.3 | Members are required not only to devote a considerable amount of time to Council related business but also to undertaking their constituency role, which can often involve working during what would be considered to be unsociable hours. |

| 2 | Key Issues |
|---|---|
| 2.1 | <u>Rules on the Timing of Meetings of Committees and Working Groups</u> |
| 2.1.1 | The time when full Council meetings are held is established at Standing Order 2 as 6.00pm, except where otherwise fixed by statute or by special summons. |
| 2.1.2 | Each Committee or Working Group and the Policing and Community Safety Partnership sets the time of its own regular meetings and normally considers this at the first meeting of the Committee in each Council term.  The time of special meetings, unless agreed by the Committee when deciding to hold the special meeting, is fixed by the Chairman.  This has been established practice for many years. |
| 2.1.3 | <u>It is, therefore, a matter for each Committee or Working Group to decide when it wishes its meetings to be held</u>.  For example, the Strategic Policy and Resources Committee has confirmed that 10.00am on a Friday is the preferred date and time for its meetings and the Parks and Leisure Committee has agreed that it would continue to meet at 4.30pm on the second Thursday of the month.  The Development Committee, in 2011, agreed that it would meet twice monthly rather than on one occasion and that the start time would move from 4.30pm to 5.15pm.  The Town Planning Committee and the Licensing Committee have met at 4.30pm for many years and have not indicated any wish to change that time.  In establishing the time of their meetings, each Committee or Working Group needs to give consideration to the dates of other meetings so that an overall monthly schedule can be prepared which provides for the efficient transaction of Council business.  This allows an annual schedule of meetings to be prepared and circulated and provides the data for the production of the monthly Remembrancer of meetings. |
| 2.2 | <u>Members' Questionnaire</u> |
| 2.2.1 | In order to gauge Members' opinions on the most suitable times for them to attend meetings and other related activities such as Working Groups and Member development activities, a short questionnaire (Appendix 1), which all Members were asked to complete, was issued on 23rd March, 2012 by the Democratic Services Section. |
| 2.2.2 | A total of twenty nine responses were received.  Members were asked to identify preferred days and times for Committee meetings with the day being divided into five periods of; 10.00am to 12.00noon, 12.00noon to 2.00pm, 2.00pm to 4.00pm, 4.00pm to 6.00pm and after 6.00pm. |
| 2.2.3 | Of the responses received from Members, 23 (79%) indicated that they were willing to attend Committee meetings or other organised activities on any weekday.  The least popular day for the scheduling of meetings etc was Friday. |
| 2.2.4 | As regards preferred timings for Committee meetings, 28 (96%) of those who responded indicated that they would prefer meetings to commence after 4.00pm.  There was little variation in the preference for timings of Working Groups, Corporate Workshops and development activities other than a small number of Members commenting that over lunch had worked well for those meetings previously. |

| | |
|---|---|
| 2.3 | <u>Timing of Meetings</u> |
| 2.3.1 | In order to further inform the discussion, we have looked at the times of meetings involving elected Members (Committee and Working Groups and meetings of the DPP and PCSP) over the year from 1st October, 2011 (Appendix 3). In total some 365 meetings were held |
| 2.3.2 | What the results clearly demonstrate is that 77% of all meetings held were either after 4.00pm or over the lunchtime period (which a number of Working Groups have indicated suits them best). Some 11% of meetings were held in the morning, but this figure is made up primarily of meetings of the Strategic Policy and Resources and the Voluntary Transition Committees, which have decided to continue to meet at that time. |
| 2.4 | <u>Available Research</u> |
| 2.4.1 | Any consideration of the establishment of an overall policy on the time of meetings involving elected Members would constitute a major policy shift and would have to be subjected to equality screening. There is some research available which would indicate that the time of meetings could have a significantly disproportionate impact upon women and in particular working mothers. |
| 2.4.2 | A conference was held in Hillsborough Castle in 2006 entitled "Encouraging Women into Political and Public Life". One of the conclusions reached at the conference was that *"Council hours of nine to five, Monday to Friday, in line with the Assembly are more female and family friendly, because we need to ensure that mothers have a chance to be at home"* |
| 2.4.3 | A document published by the Women's National Commission on "Women in Public Life Events in 2009-10" commented that *"Women also raised concern about attending evening meetings and, as a consequence, the availability and cost of childcare"*. |

| 3 | **Resource Implications** |
|---|---|
| 3.1 | There might be a cost involved, both in terms of overtime payments and time off in lieu, should more meetings be held outside the normal working day. |

| 4 | **Equality and Good Relations Implications** |
|---|---|
| 4.1 | An Equality Impact Screening would need to be undertaken to assess the impact upon Members and Officers should any major policy shift be considered in relation to the timing of meetings. |

| 5 | Recommendations |
|---|---|
| 5.1 | The Committee is requested to note the information and to take such action thereon as may be determined. |

| 6 | Documents Attached |
|---|---|

Appendix 1 – Members' Questionnaire

Appendix 2 – Responses to Questionnaire

Appendix 3 – Time of meetings for period form 1st October, 2011 to 28th September, 2012

Please indicate by ticking the relevant box your preferred timings for the following Member related meetings/activities. Please tick as many boxes as applicable.

|  | 10am-12noon | 12noon-2pm | 2pm-4pm | 4pm-6pm | After 6pm |
|---|---|---|---|---|---|
| **Committee Meetings** | | | | | |
| Monday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Tuesday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Wednesday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Thursday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Friday | ☐ | ☐ | ☐ | ☐ | ☐ |
| **Working Groups** | | | | | |
| Monday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Tuesday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Wednesday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Thursday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Friday | ☐ | ☐ | ☐ | ☐ | ☐ |
| **Corporate Workshops** | | | | | |
| Monday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Tuesday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Wednesday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Thursday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Friday | ☐ | ☐ | ☐ | ☐ | ☐ |
| **Member Training and Development Activities** | | | | | |
| Monday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Tuesday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Wednesday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Thursday | ☐ | ☐ | ☐ | ☐ | ☐ |
| Friday | ☐ | ☐ | ☐ | ☐ | ☐ |

Additional Comments

Signed Alderman/Councillor

**Future Timings of Meetings & Training Events – Analysis of Questionnaires**

All Members were asked to complete a short questionnaire indicating their preferred timings for meetings of Committees and Working Groups as well as development activities.

Twenty nine Members completed and returned the questionnaire. The table below reflects Members' preferences.

- Timeslots highlighted dark blue are those times the majority of Members would prefer

- Timeslots highlighted red are those times suitable to some Members

- Timeslots highlighted white are those times which suit a minority of Members only.

| Committee Meetings | 10am-12pm | 12-2pm | 2-4pm | 4-6pm | After 6pm |
|---|---|---|---|---|---|
| Monday | 3 | 4 | 2 | 13 | 10 |
| Tuesday | 3 | 6 | 3 | 15 | 10 |
| Wednesday | 5 | 5 | 1 | 15 | 10 |
| Thursday | 3 | 3 | 2 | 15 | 11 |
| Friday | 6 | 4 | 2 | 13 | 7 |
| **Working Groups** | **10-12** | **12-2** | **2-4** | **4-6** | **After 6** |
| Monday | 3 | 8 | 3 | 10 | 10 |
| Tuesday | 3 | 10 | 4 | 9 | 11 |
| Wednesday | 5 | 12 | 2 | 11 | 12 |
| Thursday | 3 | 8 | 3 | 10 | 11 |
| Friday | 6 | 8 | 3 | 9 | 6 |
| **Corporate Workshops** | **10-12** | **12-2** | **2-4** | **4-6** | **After 6** |
| Monday | 3 | 6 | 2 | 12 | 11 |
| Tuesday | 3 | 7 | 3 | 13 | 11 |
| Wednesday | 5 | 7 | 1 | 14 | 12 |
| Thursday | 3 | 6 | 2 | 14 | 11 |
| Friday | 5 | 4 | 1 | 13 | 8 |
| **Member Training** | **10-12** | **12-2** | **2-4** | **4-6** | **After 6** |
| Monday | 3 | 6 | 3 | 15 | 10 |
| Tuesday | 3 | 7 | 6 | 16 | 11 |
| Wednesday | 5 | 7 | 3 | 15 | 11 |
| Thursday | 3 | 6 | 3 | 17 | 12 |
| Friday | 6 | 6 | 2 | 14 | 6 |

**Timings of Meetings – Including Committees, Working Groups, DPP and PCSP**

1/10/2011 – 28/09/2012

| | | %|
|---|---|---|
| 10.00am – before 12.00 noon | 41 | 11.2 |
| 12.00 noon – before 2.00pm | 74 | 20.3 |
| 2.00pm – before 4.00pm | 43 | 11.8 |
| 4.00pm – before 6.00pm | 160 | 43.8 |
| 6.00p.m and later | 47 | 12.9 |
| | 365 | 100 |

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**Belfast City Council**

| Report to | Strategic Policy & Resources Committee |
|---|---|
| Subject: | Application of d'Hondt Principles to the Allocation of Committee Places and Choices for Civic Dignitaries in June, 2013 |
| Date: | 8th February, 2013 |
| Reporting Officer: | Stephen McCrory, Democratic Services Manager (Ext 6314) |

| 1 | Relevant Background Information |
|---|---|
| 1.1 | Members will be aware that, with effect from 14th November, 2012, Alderman Frank McCoubrey joined the Democratic Unionist Party which had the effect of increasing that Party's representation on the Council to 16 Members. |
| 1.2 | Members will also be aware that, for the purpose of the allocation of Committee places and Chairmanships and Deputy Chairmanships of the Standing Committees, under the Council's system of proportionality, the party strengths on the Council are taken to be those as at 1st May each year (Standing Order 37 (c) (iii) refers). |

| 2 | Key Issues |
|---|---|
| 2.1 | **Allocation of Committee Places** |
| 2.1.1 | The 6 Standing Committees of the Council are required to be appointed at the Annual Council Meeting each year. In 2013, this meeting will be held on Monday, 3rd June. |
| 2.1.2 | Each Committee comprises 20 places giving 120 seats overall. The allocation of blocks of seats is carried out using the formula |

$$\frac{\text{Number of members of a Party}}{51} \times 120$$

| | |
|---|---|
| 2.1.3 | When this is applied to the current party strengths on the Council, the following result is arrived at:<br><br>SF    37.65<br>DUP  37.65<br>SDLP 18.82<br>ALL   14.12<br>UUP   7.06<br>PUP   4.71 |
| 2.1.4 | If we take the whole numbers, this allocates 117 of the 120 available places. The 3 remaining places are allocated by rounding up those parties with the greatest remainder figure. The first additional seat goes to SDLP with .82, the second to PUP with .71 and the third remaining place is to be allocated between SF and DUP who both have .65. Standing Orders do not contain any provision as to how this additional place should be allocated between two parties who have the same remainder figure and the Committee needs to decide how best to proceed. One possible solution, which would be consistent with how the Council allocates Chairmanships and Deputy Chairmanships of Committees, would be for the party which achieved the highest 1st preference votes in the 2011 elections to have the additional place for the 2013/14 Council year (in this instance that would be SF) with the other party having the additional place for the 2014/15 year. I have attached at Appendices 1 and 2 tables showing how this would work across the parties for both of those years but it will be a matter for the Committee to decide upon. |
| 2.2 | **Allocation of Chairmanships and Deputy Chairmanships** |
| 2.2.1 | These positions are allocated using the d'Hondt table of choices (see Appendix 3) with the 6 positions of Chairman and the 6 positions of Deputy Chairman forming one pool of 12 places. |
| 2.2.2 | Standing Order 42 makes it clear that, in relation to the appointment of Chairmen and Deputy Chairmen, where political parties have an equal number of Members the first or earlier choice will be given to the political party which polled the higher number of 1st preference votes at the most recent Local Elections, with the first or earlier choices being passed to the other political party for the remaining year. In our current circumstances, that would mean that the first or earlier choices for the 2013/14 year would lie with SF with that position falling to DUP in 2014/15. |
| 2.2.3 | Each party can choose whichever position they wish, subject to the restrictions that:<br><br><ul><li>No political party shall hold the same post for more than two years in a four year term and parties must make their selections on this basis provided that a party will not be required to select a post of Deputy chairman if a post of Chairman is available and provided that a party may select the same post if no other post is available to it;</li><li>The Chairman and Deputy Chairman of any Standing Committee shall not come from the same political party unless in the circumstances that a party has no other choice available to it.</li></ul> |

| 2.2.4 | In the first two years of the Council term the positions of Chairmen and Deputy Chairmen have been allocated as follows: |

| Committee | Chairman | Deputy Chairman |
|---|---|---|
| Strategic Policy & Resources | SF | DUP |
| Parks & Leisure | SF | SDLP |
| Development | DUP | SF |
| Health & Env Services | SDLP | SF |
| Town Planning | DUP | SF |
| Licensing | ALL | DUP |

It should be noted that parties will not be able to again choose these positions in June 2013 unless no other choice is available to them.

**2.3** **Allocation of the Positions of Lord Mayor and Deputy Lord Mayor**

2.3.1 The Strategic Policy and Resources Committee, at its meeting on 22nd October 2010, considered a report (Appendix 4) on the introduction of proportionality to the appointment of Lord Mayors and Deputy Lord Mayors. The Committee agreed to the extension of the proportionality arrangements to include the identification of those parties which would be entitled to nominate Members to fill the offices of Lord Mayor and Deputy Lord Mayor on an annual basis for the full 4-year term and that those appointments be considered as a separate "pool" which would be allocated at the meeting of the party leaders immediately following the Local Government Elections every four years

2.3.2 At the meeting of the party leaders following the Local Elections in 2011 the following parties were identified as being entitled to nominate for the civic posts over the 4-year term:

| Year | Lord Mayor | Deputy Lord Mayor |
|---|---|---|
| 2011/12 | SF | DUP |
| 2012/13 | DUP | SF |
| 2013/14 | SF | DUP |
| 2014/15 | SDLP | ALL |

2.3.3 A question has been raised as to whether the change in party strengths on the Council will impact on these positions for the remaining two years of the Council term. It could be argued that the clear intent of the Committee when it established the policy was that these positions were to be allocated, at a meeting of the party leaders immediately after the Local Elections, for the full 4 year term. However, when the Committee agreed to apply proportionality to these positions in October 2010 there was not any specific consideration given as to what should happen if there was a change in party strengths during a 4-year term and therefore it is a matter for the Committee to give direction on.

2.3.4 It must be again pointed out that the election of the Lord Mayor and the Deputy Lord Mayor is subject to statutory regulation. Section 11 (1) of the Local Government Act (Northern Ireland) 1972 makes it a requirement for these positions to be "elected" annually by the Council and, in order to fulfil this requirement, it is necessary for the election of the Lord Mayor and the Deputy Lord Mayor to appear as separate items on the summons for the Annual Council

| | Meeting.  The introduction of the system of proportionality to the process cannot override this legal obligation. |
|---|---|

| 3 | Resource Implications |
|---|---|
| 3.1 | None. |

| 4 | Equality and Good Relations Implications |
|---|---|
| 4.1 | None. |

| 5 | Recommendations |
|---|---|
| 5.1 | The Committee is requested to note the information set out in the report and to decide:<br><br>1. If it wishes to agree to the allocation of the additional Committee place between Sinn Fein and the Democratic Unionist Party for the 2013/14 and 2014/15 Council years using the method outlined in paragraph 2.1.4 or if it wishes to allocate the additional place using a different methodology.<br><br>2. If it wishes to continue with the procedure established in 2010 for the identification of the political parties entitled to nominate for the positions of Lord Mayor and Deputy Lord Mayor for the full 4-year term, as set out in paragraph 2.3.2, or if it wishes to use a different approach following the change in party strengths on the Council. |

| 6 | Decision Tracking |
|---|---|

Stephen McCrory, Democratic Services Manager
June, 2013

| 7 | Documents Attached |
|---|---|

Appendix 1 – Allocation of Committee Places Table with SF extra seat in 2013/14

Appendix 2 – Allocation of Committee Places Table with DUP extra seat in 2014/15

Appendix 3 – d'Hondt Table of Choices

Appendix 4 – Report to SP&R in October, 2010 Re Introduction of Proportionality to the Appointment of Lord Mayors and Deputy Lord Mayors

**Overall Allocation of Committee Places with extra seat to SF in 2013/14**

| PARTY | No. of Members December 2012 | Overall Number of Committee Places | | Proportional Representation on Individual Committees (20 places) | | |
|---|---|---|---|---|---|---|
| | | | (rounded) | | Minimum Places | Maximum Places |
| SF | 16 | 37.65 | 38 | 6.27 | 6 | 7 |
| DUP | 16 | 37.65 | 37 | 6.27 | 6 | 7 |
| SDLP | 8 | 18.82 | 19 | 3.14 | 3 | 4 |
| ALL | 6 | 14.12 | 14 | 2.35 | 2 | 3 |
| UUP | 3 | 7.06 | 7 | 1.18 | 1 | 2 |
| PUP | 2 | 4.71 | 5 | 0.78 | 0 | 1 |
| TOTAL | 51 | 120 | 120 | 20 | | |

**1st Preference Votes Cast**

| | |
|---|---|
| SF | 28234 |
| DUP | 21353 |
| SDLP | 12547 |
| ALL | 11540 |
| UUP | 7836 |
| PUP | 2570 |

**Allocation of Committee Places with extra seat to SF in 2013/14**

| PARTY | No. of Members December 2012 | Strategic Policy and Resources | Development | Health & Environmental services | Licensing | Parks and Leisure | Town Planning | Total Seats Allocated | Total Seats Required | Additional Seats to be allocated |
|---|---|---|---|---|---|---|---|---|---|---|
| SF | 16 | 6 | 6 | 6 | 6 | 6 | 6 | 36 | 38 | 2 |
| DUP | 16 | 6 | 6 | 6 | 6 | 6 | 6 | 36 | 37 | 1 |
| SDLP | 8 | 3 | 3 | 3 | 3 | 3 | 3 | 18 | 19 | 1 |
| All | 6 | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 14 | 2 |
| UUP | 3 | 1 | 1 | 1 | 1 | 1 | 1 | 6 | 7 | 1 |
| PUP | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 5 |
| TOTAL | 51 | 18 | 18 | 18 | 18 | 18 | 18 | 108 | 120 | 12 |

| PARTY | Minimum No. Seats | Maximum No. Seats | 1st Preference Votes Cast | |
|---|---|---|---|---|
| SF | 6 | 7 | - | 28234 |
| DUP | 6 | 7 | - | 21353 |
| SDLP | 3 | 4 | - | 12547 |
| ALL | 2 | 3 | - | 11540 |
| UUP | 1 | 2 | - | 7836 |
| PUP | 0 | 1 | - | 2570 |

**Overall Allocation of Committee Places with extra seat to DUP in 2014/15**                    Appendix 2(1)

| PARTY | No. of Members December 2012 | Overall Number of Committee Places | | Proportional Representation on Individual Committees (20 places) | | |
|---|---|---|---|---|---|---|
| | | | (rounded) | | Minimum Places | Maximum Places |
| SF | 16 | 37.65 | 37 | 6.27 | 6 | 7 |
| DUP | 16 | 37.65 | 38 | 6.27 | 6 | 7 |
| SDLP | 8 | 18.82 | 19 | 3.14 | 3 | 4 |
| ALL | 6 | 14.12 | 14 | 2.35 | 2 | 3 |
| UUP | 3 | 7.06 | 7 | 1.18 | 1 | 2 |
| PUP | 2 | 4.71 | 5 | 0.78 | 0 | 1 |
| TOTAL | 51 | 120 | 120 | 20 | | |

**1st Preference Votes Cast**

| | |
|---|---|
| SF | 28234 |
| DUP | 21353 |
| SDLP | 12547 |
| ALL | 11540 |
| UUP | 7836 |
| PUP | 2570 |

**Overall Allocation of Committee Places with extra seat to DUP in 2014/15**

appendix

| PARTY | No. of Members December 2012 | Strategic Policy and Resources | Development | Health & Environmental services | Licensing | Parks and Leisure | Town Planning | Total Seats Allocated | Total Seats Required | Additional Seats to be allocated |
|---|---|---|---|---|---|---|---|---|---|---|
| SF | 16 | 6 | 6 | 6 | 6 | 6 | 6 | 36 | 37 | 1 |
| DUP | 16 | 6 | 6 | 6 | 6 | 6 | 6 | 36 | 38 | 2 |
| SDLP | 8 | 3 | 3 | 3 | 3 | 3 | 3 | 18 | 19 | 1 |
| All | 6 | 2 | 2 | 2 | 2 | 2 | 2 | 12 | 14 | 2 |
| UUP | 3 | 1 | 1 | 1 | 1 | 1 | 1 | 6 | 7 | 1 |
| PUP | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 5 |
| TOTAL | 51 | 18 | 18 | 18 | 18 | 18 | 18 | 108 | 120 | 12 |

| PARTY | Minimum No. Seats | Maximum No. Seats | 1st Preference Votes Cast | |
|---|---|---|---|---|
| SF | 6 | 7 | - | 28234 |
| DUP | 6 | 7 | - | 21353 |
| SDLP | 3 | 4 | - | 12547 |
| ALL | 2 | 3 | - | 11540 |
| UUP | 1 | 2 | - | 7836 |
| PUP | 0 | 1 | - | 2570 |

**Party Group Choices - Committee Places and Chairmanships with SF having the earlier choice in 2013/14**    **Appendix 3(1)**

**Chair/Deputy Chairmen in one Pool**
**6 Committees - 12 posts**

| Divisor | SF | (Choice) | DUP | (Choice) | SDLP | (Choice) | ALL | (Choice) | UUP | (Choice) | PUP | (Choice) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 16 | 1 | 16 | 2 | 8 | 5 | 6 | 6 | 3 | 15 | 2 | 25 |
| 2 | 8.000 | 3 | 8.000 | 4 | 4.000 | 11 | 3.000 | 14 | 1.500 | | 1.000 | |
| 3 | 5.333 | 7 | 5.333 | 8 | 2.667 | 18 | 2.000 | 24 | 1.000 | | 0.667 | |
| 4 | 4.000 | 9 | 4.000 | 10 | 2.000 | 23 | 1.500 | | 0.750 | | 0.500 | |
| 5 | 3.200 | 12 | 3.200 | 13 | 1.600 | | 1.200 | | 0.600 | | 0.400 | |
| 6 | 2.667 | 16 | 2.667 | 17 | 1.333 | | 1.000 | | 0.500 | | 0.333 | |
| 7 | 2.286 | 19 | 2.286 | 20 | 1.143 | | 0.857 | | 0.429 | | 0.286 | |
| 8 | 2.000 | 21 | 2.000 | 22 | 1.000 | | 0.750 | | 0.375 | | 0.250 | |
| 9 | 1.778 | - | 1.778 | | 0.889 | | 0.667 | | 0.333 | | 0.222 | |

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**Party Group Choices - Committee Places and Chairmanships with DUP having earlier choice in 2014/15**     **Appendix 3(2)**

**Chair/Deputy Chairmen in one Pool**
**6 Committees - 12 posts**

| Divisor | SF | (Choice) | DUP | (Choice) | SDLP | (Choice) | ALL | (Choice) | UUP | (Choice) | PUP | (Choice) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 16 | 2 | 16 | 1 | 8 | 5 | 6 | 6 | 3 | 15 | 2 | 25 |
| 2 | 8.000 | 4 | 8.000 | 3 | 4.000 | 11 | 3.000 | 14 | 1.500 | | 1.000 | |
| 3 | 5.333 | 8 | 5.333 | 7 | 2.667 | 18 | 2.000 | 24 | 1.000 | | 0.667 | |
| 4 | 4.000 | 10 | 4.000 | 9 | 2.000 | 23 | 1.500 | | 0.750 | | 0.500 | |
| 5 | 3.200 | 13 | 3.200 | 12 | 1.600 | | 1.200 | | 0.600 | | 0.400 | |
| 6 | 2.667 | 17 | 2.667 | 16 | 1.333 | | 1.000 | | 0.500 | | 0.333 | |
| 7 | 2.286 | 20 | 2.286 | 19 | 1.143 | | 0.857 | | 0.429 | | 0.286 | |
| 8 | 2.000 | 22 | 2.000 | 21 | 1.000 | | 0.750 | | 0.375 | | 0.250 | |
| 9 | 1.778 | - | 1.778 | | 0.889 | | 0.667 | | 0.333 | | 0.222 | |

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**Belfast City Council**

| | |
|---|---|
| **Report to:** | Strategic Policy & Resources Committee |
| **Subject:** | **Introduction of Proportionality to the Appointment of Lord Mayors and Deputy Lord Mayors** |
| **Date:** | 22nd October, 2010 |
| **Reporting Officer:** | Stephen McCrory, Democratic Services Manager (ext 6314) |
| **Contact Officer:** | Stephen McCrory, Democratic Services Manager (ext 6314) |

**Relevant Background Information**

The Committee, at its meeting on 20th August, agreed that a report be submitted for its consideration concerning the possible extension of the d'Hondt system of proportionality to the offices of Lord Mayor and Deputy Lord Mayor.

The Council has for a number of years accepted the principle of proportionality for the allocation of places on Committees and on outside bodies and for the allocation of Chairmanships and Deputy Chairmanships of Committees and these arrangements are included in the Council's Standing Orders. However, the election of the Lord Mayor and the Deputy Lord Mayor is not currently included in the proportionality arrangements and it could be argued that it would be in keeping with the principle of proportionality to extend the scheme to cover the Civic Dignitaries. If the Committee were minded to include these positions within the proportionality arrangements, then it would be necessary to do so at the beginning of a Council Term. Elections to the new Council are expected to be held in May, 2011.

**Key Issues**

Unlike the appointment of Members to Committees and outside bodies, or the allocation of Chairmanships and Deputy Chairmanships of Committees, the election of the Lord Mayor and the Deputy Lord Mayor is subject to statutory regulation. Section 11 (1) of the Local Government Act (Northern Ireland) 1972 makes it a requirement for these positions to be "elected" annually by the Council and, in order to fulfil this requirement, it is necessary for the election of the Lord Mayor and the Deputy Lord Mayor to appear as separate items on the summons for the Annual Council Meeting. The introduction of proportionality to the process cannot override this legal obligation.

The Committee would, however, be entitled to establish a protocol as to how the election of the Civic Dignitaries should be administered. After the Local Government Elections, officers meet with the Party Group Leaders to decide on the allocation of Committee places, the appointment of Chairmen and Deputy Chairmen of Committees and the appointment of Members to outside bodies. At the moment, these appointments are dealt with in separate "pools" and the d'Hondt system is used to allocate the order of choices to Party Groups, based upon their strength within the Council. Should the Committee so wish, the identification of the Party Groups entitled to nominate Members to fill the positions of Lord Mayor and Deputy Lord Mayor on an annual basis for the full 4-year term could be determined as a separate "pool" at the same meeting of Party Group leaders. This would give 8 places (4 Lord Mayors and 4 Deputy Lord Mayors) over the 4-year term.

As pointed out earlier, the Member allocated to each position each year would still require to be formally "elected" at the Annual Council meeting and the protocol cannot prevent a Member of Council from nominating a different Member at the Annual meeting. In such circumstances, a vote would have to be taken at the Annual meeting to decide upon the appointments.

It would seem not to be appropriate to include the High Sheriff position within these arrangements as this is not an appointment made by the Council. Although custom in practice determines that the Council submits one name only for consideration to the Secretary of State, this is decided annually by the Council and he/she would be entitled to reject that nominee and require the Council to submit alternatives. It is the Secretary of State and not the Council who then makes the appointment. For these reasons the process for the appointment of the High Sheriff is different from that for the Lord Mayor and the Deputy Lord Mayor and it is considered that this nomination should continue to be decided annually by the Council.

The adoption of proportionality to the allocation of the Lord Mayor and Deputy Lord Mayor positions would have several administrative advantages. Under current arrangements, we do not know who the Lord Mayor or the Deputy Lord Mayor will be until the Annual Council meeting each year. The incoming Lord Mayor is expected to immediately start carrying out the functions of the post, including chairing the remainder of the Annual Council Meeting and to start acting as First Citizen immediately thereafter without any specific training having been provided. If the Council adopts the system of proportionality for these appointments, it will be known which Party Grouping will be likely to hold the Civic Offices each year for the full 4-year term (subject to confirmation at each Annual Council Meeting). This will enable the Party Groups to give proper consideration as to which of their Members should be nominated to hold the positions when it is their turn and officers can establish a proper induction programme for incoming Civic Dignitaries so they can "hit the ground running" at the Annual Council Meeting.

As former Lord Mayors will know, the position of Lord Mayor is very busy and requires a full-time commitment from the person holding the Office. If we know in advance which Party will be entitled to nominate each year, then this will allow the Political Groupings to ensure that they take into account the burden of the job before deciding upon their nominees.

It will also allow officers to meet with the incoming nominee for the position of Lord Mayor well in advance of the commencement of their Term and agree on such things as the date of their inauguration dinner, the key themes for their year in Office and the charities they may wish to support, should their nomination be accepted at the Annual Council Meeting.

There are, essentially, two decisions which the Committee is required to consider:

1. Does the Committee wish to extend the proportionality arrangements to cover the identification of the Party Groups which will be entitled to nominate Members to fill the offices of the Civic Dignitaries?; and

2. If so, does the Committee wish the position of High Sheriff to be excluded from these arrangements?

**Resource Implications**

None.

**Recommendations**

The Committee is requested to decide if it wishes to agree to the extension of the proportionality arrangements to include the identification of those Party Groups which will be entitled to nominate Members to fill the offices of Lord Mayor and Deputy Lord Mayor on an annual basis for the full 4-year term. If so, the Committee is requested further to agree that these appointments be considered as a separate "pool" which will be allocated at the meeting of Party Group Leaders immediately following the Local Government Elections every 4 years.

**Decision Tracking**

Stephen McCrory, Democratic Services Manager

May, 2011.

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# Agenda Item 2c

**Belfast City Council**

| | |
|---|---|
| **Report to:** | Strategic Policy and Resources Committee |
| **Subject:** | **2012 Somme Pilgrimage** |
| **Date:** | 8<sup>th</sup> February, 2013 |
| **Reporting Officer:** | Mr. S. McCrory, Democratic Services Manager (extension 6314) |
| **Contact Officer:** | Mr. J. Hanna, Senior Democratic Services Officer (extension 6313) |

### Relevant Background Information

Correspondence has been received from the Somme Association enquiring if the Council would wish to be represented on the 2013 Pilgrimage to the Somme, France from 28th June until 2nd July, 2013. The Somme Pilgrimage, to mark the 97th Anniversary of the battle, will follow the route taken by both the 36th (Ulster) and 16th (Irish) Divisions during their service in the first world war. Services of Commemoration will be held in both Thiepval and Guillemont, in addition to attendance at the Last Post Ceremony at the Menin Gate, Ypres.

### Key Issues

In previous years the Committee has authorised the attendance on the Somme tour of a representative of each of the Political Parties on the Council. Members who have attended have found the event to be informative and worthwhile in that several of the ceremonial occasions were attended by many other dignitaries and officials, which afforded an opportunity for contacts to be made and relations to be developed on a range of topics and for the profile and image of Belfast to be promoted.

Members will be aware that places on the Pilgrimage are limited and, in previous years, late replies have resulted in Members failing to obtain a place on the tour.

It should be noted that the Somme Pilgrimage coincides with the Council's own Somme Remembrance ceremony and Members who attend the tour would be unable to be in attendance at that event.

- 2 -

| Resource Implications |
|---|
| Financial<br><br>The cost per person of attendance is approximately £600 per person (including deposit) plus the appropriate subsistence allowance, provision for which has been made within the revenue estimates.<br><br>Human Resource<br><br>There are no Human Resource implications associated with this report. |

| Recommendations |
|---|
| The Committee is recommended to approve the attendance on the tour of a representative of each of the Political Parties on the Council and the Chief Executive (or his nominee) and to authorise the payment of the appropriate travel and subsistence allowances in connections therewith. |

| Decision Tracking |
|---|
| Time: March, 2013 – Appropriate arrangements will be made following Council ratification<br><br>Officer responsible: Jim Hanna, Senior Democratic Services Officer |

# Agenda Item 2d

**Belfast City Council**

| | |
|---|---|
| **Report to:** | Strategic Policy and Resources Committee |
| **Subject:** | Members' Generic Development Programme |
| **Date:** | Friday, 8th February, 2013 |
| **Reporting Officer:** | Stephen McCrory, Democratic Services Manager (ext. 6314) |
| **Contact Officer:** | Gareth Quinn, Senior Democratic Services Officer (ext. 6316) Lisa Rogan, Principal HR Advisor (ext. 3251) |

| 1 | Relevant Background Information |
|---|---|
| 1.1 | The Member Development Steering Group has been responsible for developing a framework to ensure that all Members are supported and equipped to carry out their roles effectively especially when considering the working through and implications of local government reform. Quite a significant amount of progress has been made to date with the Steering Group and the Strategic Policy and Resources Committee having agreed to the design and delivery of number of key elements of the framework, such as, a revised induction programme following the local government elections in 2011, a range of specific development activities, the revised Personal Development Planning (PDP) process and the 'Belfast Members' Academy'. |
| 1.2 | In March, 2012 the Council approved the revised PDP process for Members. The revised process, which was conducted between May and September, 2012 with 40 out of 51 Members, identified a number of both individual and generic development needs of Members. |
| 1.3 | Furthermore, the Committee at its meeting on 21st September, the generic development needs which had been highlighted by Members during the PDP process. Members agreed that these development needs should be addressed through the delivery of an overall generic development programme which would begin to be delivered in the early part of 2013. Furthermore, it was agreed that the Belfast Members' Academy should be included in this programme. |

| 2 | Key Issues |
|---|---|

| 2.1 | A draft development programme has been designed in the form of the 'Members' Generic Development Programme' (Appendix 1) and will be considered by the Member Development Steering Group at its meeting on Wednesday, 4th February. |
|------|------|
| 2.2 | In addition to the development programme, the enclosed 'Action Plan' (Appendix 2) will also be considered by the Steering group. This action plan seeks to take account of those areas for elected member development which will be necessary but must yet be worked through, such as Community Planning, the planning function and scrutiny requirements. |
| 2.3 | It is proposed that the development programme will run until the local government elections to the shadow Council in 2014 in order to not add unduly to Members' already busy schedules. In addition, as work progresses with Local Government Reform, we will be able to tailor the Generic Development Programme to ensure that Members have the opportunity to build their capacity to effectively deliver on the new functions transferring to local government. |
| 2.4 | An important element of the Member Development Framework is the 'Belfast Members' Academy' (Appendix 3) which was agreed by Committee at its meeting on 21st September, 2012. |
| 2.5 | The 'Belfast Members' Academy' is a bespoke programme specifically designed for elected members of the council to build the capacity of our city's current and future leaders and to equip them with the skills required to effectively deliver for the city and our communities. It provides space for individual and group learning through a range of approaches and styles within the context of Belfast City Council. One such approach is 'Action Learning Sets' which is an effective process whereby members work and learn together by tackling real issues and reflecting on their actions. Participants acquire knowledge through actions and practice rather than traditional instruction. |
| 2.6 | The 'Belfast Members' Academy' will complement the 'Members' Generic Development Programme' and will commence in March 2013. It may be possible for the programme to be formally accredited and this will be explored over the coming months. In order to receive accreditation it may be necessary to amend the programme and the steering group will be asked to consider any proposed refinements. |

| 3 | **Resource Implications** |
|------|------|
| 3.1 | Provision has been made within the revenue estimates for the delivery of the development programme, which will mostly be delivered in-house. |

| 4 | **Equality Implications** |
|------|------|
| 4.1 | N/A |

| 5 | Recommendations |
|---|---|
| 5.1 | The Committee is asked to note the report and the decision of the Member Development Steering Group thereon. |

| 6 | Decision Tracking |
|---|---|
| | Gareth Quinn, Senior Democratic Services Officer |
| | Lisa Rogan, Principal HR Advisor |
| | February, 2013 |

| 7 | Key to Abbreviations |
|---|---|
| PDP – Personal Development Plan | |

| | Documents Attached |
|---|---|
| Appendix 1 – Members' Generic Development Programme | |
| Appendix 2 – Action Plan | |
| Appendix 3 – Belfast Members' Academy | |

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# Generic development programme for elected members
# January 2013 – May 2014

*(This development programme seeks to address the generic development needs of members as identified through the 2012 PDP process)*

| **Capital Programme** | | | |
|---|---|---|---|
| As this is the first session a brief introduction to the Generic Development Programme will be provided by the Chief Executive or his nominee<br><br>**Description**<br><br>To brief members on the council's capital programme, how projects become part of the capital programme and the need to ensure that resources are not committed on projects which cannot be delivered.<br><br>Focus on the importance of the capital programme process, physical build programme, achieving sustainable projects and how the programme is financed.<br><br>To also touch upon the principles of effective project management. | **Date**<br>March<br><br>**Duration**<br>2hrs | **Provider**<br>G Millar<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br>• Understanding the council<br>• Excellence in leadership |

| **Creating a Culture for Change** | | | |
|---|---|---|---|
| **Description**<br><br>To brief members on:<br><br>• how the importance of continuous improvement and change should be demonstrated though effective leadership at all levels in the council and how both staff and communities need to be involved<br><br>• different models and approaches that can be used to manage change effectively, what approaches can be effective in certain change situations and how "emergent" and complex change in particular can best be managed | **Date**<br>TBC<br><br>**Duration**<br>2hrs | **Provider**<br>Chief Officers<br><br>**Location**<br>Reception Hall | **Political competency developed or personal development need**<br>• Understanding the council<br>• Excellence in leadership |

# Generic development programme for elected members

## The council's Efficiency Programme

| Description | | | Political competency developed or personal development need |
|---|---|---|---|
| To provide members with an overview of the corporate efficiency programme.<br><br>To examine the fundamental key drivers for developing successful efficiency programmes.<br><br>To provide an overview of the council's efficiency themes and targets. | **Date**<br>March<br><br>**Duration**<br>2hrs | **Provider**<br>R Cregan<br><br>**Location**<br>City Hall | • Understanding the council<br>• Excellence in leadership |

## Keeping up to date with Local Government Reform

| Description | | | Political competency developed or personal development need |
|---|---|---|---|
| The Local Government Reform Programme (or RPA as commonly known) and the transfer of key functions such as statutory planning and regeneration back to councils by 2015 will further enhance the ability of members to shape the social, economic and physical regeneration of communities and the well-being of citizens.<br><br>The reform programme will have a direct impact upon the future governance and functional responsibilities of the council and a detailed programme of work is underway at both a regional level and within Belfast City Council to prepare for and take full advantage of the opportunities presented by reform.<br><br>Seminar/workshop sessions which provide a forum to update members and discuss Councils preparations in relation to e.g:<br><br>• Emerging legislative and governance changes<br><br>• Preparations for the new functions transferring to the council<br><br>• Preparations for extending services to those new households and citizens coming into Belfast from Lisburn and Castlereagh<br><br>• Financial planning linked to council's preparations for reform | **Date**<br>Quarterly<br><br>1st Meeting in February<br><br>**Duration**<br>2hrs | **Provider**<br>Internal<br><br>**Location**<br>City Hall | • Scrutiny and challenge<br>• Understanding the council<br>• Community leadership<br>• Excellence in leadership<br>• Political understanding<br>• Working in partnership |

These seminars will be further supplemented by a focused communications' programme including, but not limited to, specific briefings for Party Groups, regular updates on Interlink and Intercom.

| The role of a councillor – Council's governance arrangements and constitution | | | |
|---|---|---|---|
| **Description** To examine current governance arrangements in the council and the ongoing development of the council's constitution <ul><li>Legal status of the council</li><li>Decision making process of the council</li><li>Functions of the council</li><li>Roles of members/officers</li><li>Rights of members</li><li>Code of conduct</li><li>Council's Constitution</li></ul> | **Date** April **Duration** 2hrs | **Provider** C Quigley and S McCrory **Location** City Hall | **Political competency developed or personal development need** <ul><li>Understanding the council</li></ul> |

| Corporate Planning | | | |
|---|---|---|---|
| **Description** To help members gain a greater understanding of the city, its strengths, weaknesses, opportunities and threats and what is currently being planned to address issues. To familiarise members with the corporate planning cycle and how this links in with the rate setting process and to outline to members the 'Planning Framework' which maps out all the plans and their interdependencies To support members to establish the key council priorities over the remainder of the council term, in the context of external and internal change To explore how these priorities can be delivered in the context of available resources | **Date** Feb/Mar **Duration** 1-2hrs (Party briefings) 2hrs (Workshop) | **Provider** S McNicholl **Location** Party Rooms Reception Hall | **Political competency developed or personal development need** <ul><li>Understanding the council</li><li>Excellence in leadership</li></ul> |

| (affordability and deliverability) | | | |
|---|---|---|---|
| To explore changes required to strategic planning in the council as a result of developments such as the area working groups and community planning; | | | |
| This aspect of the development programme will be delivered as part of the ' Party Briefing' process, as has been the case in previous years, and through cross party/AWG workshops | | | |

| Tourism and Economic Development | | | |
|---|---|---|---|
| **Description**<br>To familiarise members with the tourism market<br>To assist members in having a thorough understanding of the opportunities and challenges facing Belfast as a tourist destination<br>To support members in their role to develop Belfast as an international tourist destination<br>To assist members in developing their role to effectively:<br><br>• promote business start-up<br>• support business growth<br>• encourage innovation and development in key growth sectors<br>• promote the benefits of Belfast as a dynamic business location<br>• help create the right skills to match local business needs | **Date**<br>June<br><br>**Duration**<br>2hrs | **Provider**<br>Internal<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br><br>• Understanding the council<br>• Excellence in leadership |

## Striking the rate and understanding council finances

| Description | Date | Provider | Political competency developed or personal development need |
|---|---|---|---|
| To brief members on the process for agreeing and setting the domestic and business rates and how linkage must exist across all committees to ensure concerted approach<br><br>To provide information on the sources of council finances, the discrete capital and recurrent expenditure streams and the linkages to the delivery of the corporate plan and investment programme<br><br>This need will be addressed through party briefings | September<br><br>**Duration**<br>1hr | R Cregan<br><br>**Location**<br>Party Rooms | • Understanding the council<br>• Excellence in leadership |

## Understanding the statistics

| Description | Date | Provider | Political competency developed or personal development need |
|---|---|---|---|
| To familiarise members with the CityStats system and how they can utilise it to obtain key information about their DEA | May<br><br>**Duration**<br>2 hrs | SNAP team, ISB<br><br>**Location**<br>Emergency Planning Room | • Understanding the council<br>• Community leadership |

## The Data Protection and Information Management obligations of a councillor

| Description | Date | Provider | Political competency developed or personal development need |
|---|---|---|---|
| To advise members of their responsibility under the Data Protection Act and the implications of the Freedom of Information Act<br><br>To explore the issues around data security | September<br><br>**Duration**<br>2hrs | Records Management<br><br>**Location**<br>City Hall | • Understanding the council |

# Generic development programme for elected members

| Understanding the Council's Declaration of Interest Policy | | | |
|---|---|---|---|
| **Description**<br><br>To advise members of their obligations in respect of both declaring and registering interests<br><br>To be considered in the context of the development of Part 2 of the scheme | **Date**<br>Sept<br><br>**Duration**<br>2hrs | **Provider**<br>C Quigley and S McCrory<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br>• Understanding the council |

| iPad Training - Modern.gov and My Council Services | | | |
|---|---|---|---|
| **Description**<br><br>To brief members on the effective use of the Modern.gov. and My Council Services Apps<br>This briefing will help members access information on council, committees and the calendar of meetings in readiness for using the device during council and committee meetings in April | **Date**<br>January<br><br>**Duration**<br>1hr | **Provider**<br>ISB/Democratic Services<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br>• Communication skills<br>• Understanding the council |

| iPad Training – Utilising the iPad as a key communications device | | | |
|---|---|---|---|
| **Description**<br><br>To train members on how to harness the iPad as a key communications device | **Date**<br>May<br><br>**Duration**<br>2hrs | **Provider**<br>ISB/Democratic Services<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br>• Communication skills<br>• Understanding the council |

| Success with social media (foundation level) | | | |
|---|---|---|---|
| **Description**<br><br>This foundation session will introduce members to social media and the strengths and weaknesses of the different platforms.  It will demonstrate how they can best use evolving channels to get their message across and connect with the public and stakeholders | **Date**<br>March<br><br>**Duration**<br>2hrs | **Provider**<br>external<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br>• Communication skills<br>• Understanding the council<br>• Community leadership<br>• Excellence in leadership |

| Success with social media (intermediate level) | | | |
|---|---|---|---|
| **Description**<br><br>The intermediate session will build on the foundation programme and focus on how to build an audience, spread key messages and avoid potential pitfalls | **Date**<br>May<br><br>**Duration**<br>2hrs | **Provider**<br>external<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br>• Communication skills<br>• Understanding the council<br>• Community leadership<br>• Excellence in leadership |

| Public speaking / Presentation skills | | | |
|---|---|---|---|
| **Description**<br><br>Generic training for members to improve their confidence and ability to deliver speeches and presentations that convey their message and make an impact (arising from PDP analysis) | **Date**<br>October<br><br>**Duration**<br>2hrs | **Provider**<br>external<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br>• Personal Development<br>• Communication skills |

| **Maximising Personal Effectiveness (Time Management)** | | | |
|---|---|---|---|
| **Description**<br><br>The course will enable members to implement a daily planning system and establish effective priorities as well as rescheduling their time to cope with emergencies (arising from PDP analysis) | **Date**<br>October<br><br>**Duration**<br>2hrs | **Provider**<br>external<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br>• Personal development |

| **Speed reading** | | | |
|---|---|---|---|
| **Description**<br><br>The course objective is to enable members to read more quickly and efficiently.  It will equip members with skills which will improve comprehension and retention of information | **Date**<br>November<br><br>**Duration**<br>2.5hrs | **Provider**<br>external<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br>• Personal development |

| **Mental health and emotional well-being** | | | |
|---|---|---|---|
| **Description**<br><br>The course will examine the spectrum of mental ill health, the causes, implications and community response plan | **Date**<br>December<br><br>**Duration**<br>2hrs | **Provider**<br>BHSCT<br><br>**Location**<br>City Hall | **Political competency developed or personal development need**<br>• Personal development |

# Generic development programme for elected members

This action plan will be presented to CMT and members to complement the 'Generic development programme for elected members'.

The purpose of the action plan is to outline the work which will be undertaken to identify the best methods of building members capacity in areas which have not yet been fully progressed such as those areas which members will become responsible for through local government reform.

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**Council role as Statutory Planning Authority**

The transfer of Statutory Planning powers from the Department of Environment to local councils (including Belfast City Council) will be one of the most significant elements of the local government reform programme. At the point of formal transfer, the Council will no longer be a **consultee in the planning process**; but become the **planning authority**

The reform and transfer of the planning system also offers the potential to integrate work in a more positive spatial approach alongside the objectives for Community Planning in the new council area including the potential for the integration with existing and new regeneration functions.

In preparation for the transfer of planning, a focused and evolving programme of activities will be rolled-out within the Council; initially structured around the following modules/themes:

**1)    Foundation awareness session on the reformed planning system including:**

(i)    *New Planning Regime* – impact of the 2011 Planning Act in reforming the planning and defining future role of councils in delivering planning

(ii)    *Planning Policy Framework* -  Regional Development Strategy, Planning Policy Statements, B MAP (the hierarchy of Plans)

(iii)    *Managing expectations* ; what planning can and cannot do

**2)    Governance including**

(i)    *Codes of conduct*

(ii)    *Ethical regime* – conflicts of interest

(iii)    *Scrutiny* – open files; role of PAC and  Ombudsman; legal challenges; financial consequences; surcharge; role of Auditor

**3)    Planning and strategic policy development**

(i)    Statement of Community Involvement and the Timetable

(ii)    The development of a local strategic plan

(iii)    The development of local planning policies plan

(iv)    Guidance documents

(v)    The significance of involvement /input of Members at this point

(vi)    Interface between planning and regeneration and community planning  as key place-shaping enablers for Councils and members

# Generic development programme for elected members

**4) The Planning Process (role of Members in process)**

    (i)    *Development Planning process* (see 3 above, Members as leaders and opinion interpreters)

    (ii)    *Development management process* – what makes a 'good' decision

    (iii)   *Enforcement* - importance of early action; proportionate response

    (iv)   *Community Involvement* – the significance of local community groups; reacting to local concerns/requirements

    (v)    Strategic support and provision of relevant and timely information to elected Members

**5) Regeneration and Community Planning**

Understanding the potential synergies /linkages between planning and wider regeneration and community planning functions of local government.

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**Regeneration**

As part of local government reform, the Department for Social Development's power of regeneration will transfer to local councils. It is important that the members of Belfast City Council are aware of what this function will mean in terms of their role and what will be required of them to utilise these functions to ensure real, social and economic outcomes for the city.

Members will also need to understand how the function will be required to operate effectively in synergy, under co-location, with the functions of planning and community planning as well as the implications of the transfer on the council's Town Planning Committee and Building Control.

Members will be made aware of their collective responsibility for comprehensive development schemes such as Royal Exchange and how the council will be required to use its economic development powers to develop such schemes. As part of the 'Members' Generic Development Programme' councillors will be brought through and will learn from specific examples such as , 'Laganside' which will assist in ensuring that they have a thorough understanding of what will be required of the council in driving forward regeneration of the city.

Through the 'Members' Development Programme' councillors will be given the opportunity to gain a thorough understanding of the policy framework in which the regeneration powers will be delivered. Members will understand how this policy framework includes the DSD's Urban Regeneration Policy In addition, members will also gain understanding of relevant DSD programmes which are currently being run and which will be transferred to the council as part of the transfer of functions, such as, the Neighbourhood Renewal Programme.

It is vital that, in understanding their changing role with regard to regeneration, members learn from best practice which exists elsewhere. As part of the 'Member Development Programme' members will have the opportunity to undertake best practice visits to councils which have lead the way with regeneration, such as, Cardiff and Edinburgh.

# Generic development programme for elected members

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**Community planning**

The Council will be responsible for the new duty of community planning to be introduced in 2015. The development programme will evolve as further guidance becomes available from the DoE. Provisionally the programme is likely to include:

- Overview of Community Planning & introduction to the legislation & guidance
- Synergies between community planning, place shaping and local area working
- Governance & partnership structures for Community Planning
- Engaging with stakeholders & communities
- Outcomes & evidence based decision making
- Models of leadership for Council-led community planning.
- Developing and monitoring progress of the Community Plan

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**Understanding Scrutiny**

The Member Development Programme will be developed over coming months to ensure that members are given the opportunity to:

- To explore and understand what is meant by scrutiny
- To identify how scrutiny fits in with local government reform and our external relations
- To explore the various roles within a scrutiny system and identify the skill sets required
- To be able to monitor and manage performance
- To shape the role of scrutiny within the decision making process
- To shape the role of scrutiny with external partners

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**Governance changes**

Over the coming months, through Party Briefings, members will consider the council's political management and operational governance arrangements in light of the evolving role of the council and its elected members and to take account of the emerging drivers for change.

Members will consider the evolving roles undertaken by the council and councillors in terms of:

- delivering key statutory and discretionary functions and services within the city;
- acting as civic leader and working in partnership for the betterment of the city and its citizens;
- investing in the city and its infrastructure; and
- working at an area level to address identified local priorities and to improve the wellbeing and quality of lives of citizens across the city.

Members will explore the advantages and disadvantages of a number of models which complement the common trend of introducing a tiered form of governance based around a strategic tier and a

# Generic development programme for elected members

thematic/portfolio tier supported by area/local committees with increased levels of delegation from full Council to committee and committee to officers.

The 'Members Generic Development Programme' will assist members in exploring the future role of the council and its members through a review of its political management and operational governance arrangements.

Specifically the programme will assist members in considering the following important issues which need further development in order to inform the review process:

- Defining the roles and responsibilities of the various tiers of governance.

- The number, size and proportionality of any Committees put in place.

- The degree and nature of delegated decisions introduced.

- Frequency of meetings and associated decision making processes.

- Relationship and interface between the tiers of internal governance put in place.

- Relationship between internal Committees and any external governance arrangements which may be put in place e.g. community/area committees.

- Members' remuneration and allowance schemes aligned to any new political

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**Organisational Development**

Our vision is for a modern, effective and efficient, fit for purpose Council improving quality of life for all who live in, work in or visit Belfast. An organisation with excellent political and managerial leadership, serving and promoting a world class city and delivering excellent, value for money services through a skilled, adaptable and motivated workforce.

We deliver at a city level, a neighbourhood level and individual level and in order to ensure sustained organisation performance at city, neighbourhood and individual level we need to be highly competent in terms of both city leadership and service delivery and use our resources (assets, money, and people) in the most efficient and effective way possible.

Our Organisation Development (OD) strategy is the first step in developing a planned and systematic approach to enabling sustained organisation improvement through the involvement of our people – our (OD) Strategy and associated programme of work will be one of the key strategic plans for the council.

The OD strategy:

- Identifies four key areas of organisation development in Belfast City Council given our strategic context and drivers for change both internally and externally. The priority areas for OD work are

  1. Organisation
  2. Leadership
  3. Management
  4. Skills

- Identifies the priorities actions within each of those areas of OD work

# Generic development programme for elected members

- Sets out proposals for its effective implementation, i.e. its inclusion in BCC programme management arrangements currently being implemented and the implementation of a detailed, resourced and prioritised action plan aligned to the Council's other strategic priorities such as the Investment Programme.

| PCSP |
|------|

Training was raised as an important issue at a recent workshop for PCSP managers. It was stated that there was a need to consider how best to support both managers and members in building their capacity to develop effective Partnership Plans in consultation with the community, and to deliver against those plans. It was recognised that, although many members had extensive experience and expertise, it was important to try to identify where development needs existed, and to offer support.

The group discussed the potential for drawing on members' own expertise as a resource and it was acknowledged that there was a wealth of experience amongst all of the membership of the partnerships – political, independent and potential designated bodies – and that this could be very valuable in helping to build the capacity of those who were newer to this area of work. It was also noted that a number of PCSPs are already taking forward their own capacity building programmes, however there is also a need for some consistency across all PCSPs.

A scoping exercise is being carried out to identify key areas for development of both members and managers. The 'members' aspect of this scoping exercise will inform the 'Members' Generic Development Programme' and the relevant development activities will be delivered when appropriate.

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# Belfast Member's Academy

A Programme

For Elected Members

of

Belfast City Council

## Overview

There can be no doubt as to the formidable change which Belfast is currently experiencing. Local government reform will result in councils taking on a significant range of functions from government departments and other bodies. In addition, councils will work within a new statutory governance framework and ethical standards regime, will have a new statute-based community planning process, will have available a power of well-being and will be required to adhere to the emerging legislative changes arising out of the Local Government Reorganisation Bill. These reforms, in themselves, will have major implications for the city of Belfast and how the council conducts its business. However, the Investment Programme, which is a response to the changes that the economic downturn has created and an attempt to build on what has been achieved over the past decades, will undoubtedly provide the platform for making best use of the new functions and drive the city forward while ensuring that the council continues to provide for those who live in, work in and visit Belfast.

Members have played a vital role in shaping the Investment Programme and needless to say will be critical in ensuring that it is delivered effectively. Furthermore, through various forums and processes members have made it clear that it is important that the Member Development Framework, an important element of the OD strategy, is effective in ensuring that members have the leadership capacity to deliver for the city.

The Belfast Members Academy is a bespoke programme specifically designed for the elected members of Belfast City Council to build the capacity of our city's current and future leaders and to equip them with the skills required to effectively deliver for the city. It provides space for individual and group learning through a range of approaches and styles within the context of Belfast Council.

The programme has been, for convenience of description, divided into the following four modules, though this can be amended dependent upon cohort - for example, specific emphasis could be given to a learning set for recently elected members, for chairs or vice chairs etc.

- Personal Leadership through Role
- Personal Leadership through Relationships
- Political & Council Leadership
- Community Leadership & The Wider Public Sector

## Aims

- To gain an understanding of an individual's personal leadership style and to consider how this complements various roles of a locally elected representative
- To explore leadership theories & models, and their practical application
- To explore leadership of community, and place through partners
- To ground discussion and focus on real issues facing members in their Council life and role

## Objectives

The programme, delivered over four days, will be supported by 'Action Learning' which is an effective process whereby members will work and learn together, through an Action Learning Set, by tackling real issues and reflecting on their actions. Members will acquire knowledge through actual actions and practice rather than through traditional instruction. The Action Learning will assist members in exploring significant current Council and Community strategic issues and effective leadership practice. The programme will specifically help Members to:

- Use increased self awareness as a basis for delivering outcomes and bringing about change;

- Explore influencing approaches for greater internal and external leadership impact;
- Use personal and corporate communications as a means of building effective relationships and getting the message across;
- Develop leadership strategies within an outcome based framework that meets the challenges of Council and Community, and progresses organisational development;
- Understand how concepts, such as Community Leadership & Neighbourhood working can be used to develop the council's vision for the community;
- Harness the member officer relationship to best effect as part of developing and delivering the council's vision;
- Focus on people and relationships as a strategic issue;
- Consider equality and diversity issues both within the organisation and in the wider community;
- Operate within political structures in such a way as to be inclusive and maximise contributions from councillors as part of leading service delivery through priority setting, and achieving council success;
- Appreciate and build on dynamics of political group working within and across groups;
- Work effectively in partnerships as a means of meeting economic and social goals and to better understand how partnerships can help deliver improved outcomes for communities
- Play a full role in local community leadership including active community engagement, promoting community cohesion and the leadership of place

## Single or Cross Party Group Approach

With a single Party Group, delivery can be tailored to the issues, challenges, agendas and ways of working of that Party Group. However, the involvement of members from across a range of Groups allows for sharing of different experience and practice across Groups, and greater cross group understanding.

## Activities

The programme will use a range of approaches to learning, such as:

- Direct input
- Q&A
- Facilitated discussion
- Expert Speakers
- Scenarios, etc.

## Modules

### Module 1 – Personal Leadership through your role as a locally elected representative

- *Thoughts on leadership – what does it mean to you? Defining Leadership*
- *Inspirational Leaders – traits, what makes a good leader?*
- *Theories of Leadership*
- *Understanding the Roles of Members - inside and outside Council*
- *Personal Style & Preference – Concepts & Creativity Index*
- *Reflecting on difference in style and it's impact*
- *What does good leadership look like? Personal examples*
- *Leadership through and with others in Belfast - personal examples*

#### Outcomes

- *An understanding of the concept of Leadership*
- *An understanding of members role in context*
- *An understanding of our personal style and skills*
- *Ability to apply this learning to improve own leadership through role*
- *Applying an understanding of our own style to make greater impact*

### Module 2 – Personal Leadership through Relationships

- *Understanding how the role of the member links to others*
- *Member - officer relationships*
- *Standards of behaviour and working protocols*
- *Describing and managing Personal networks*
- *Understanding and applying difference in style*
- *Working with others - the behavioural competence framework*
- *Practical solutions - getting things done*

**Outcomes**

- *Understanding of the nature of leadership through others*

- *Gaining an understanding of the  behavioural competence framework*

- *Understanding and upholding what constitutes appropriate behaviour in relation to standards*

- *Greater awareness of self, personal leadership style and impact on others.*

- *Understanding of how by adapting own behaviour in given circumstances, more favourable outcomes can be achieved.*

**Module 3 – Political & Council Leadership**

- *Understanding the Council – Governance Structures, political & managerial*
- *Effective partnership working – focusing on outcomes*
- *Political Leadership Models*
- *The Political group*
- *Building constituency of idea, working with consensus*
- *Understanding Local Government Strategy Process & Finance*
- *Commissioning & Shared Services*
- *Working within & across Party Groups*
- *Effective Performance Management*

**Outcomes**

- *Understanding of the nature of leadership within the political /organisational setting.*

- *Ability to apply this understanding to their own political and organisational settings/contexts: specifically*
    - *to understand the Political group*
    - *to manage political alliances*

- *Understanding how own standards of behaviour impact on the wider organisation.*

- *Ability to apply learning from Module 1 to these contexts to improve their performance as strategic leaders.*

- *An awareness of the role of Governance structures within the strategic management of the organisation*

**Module 4 – Community Leadership & the Wider Public Sector**

- *Community Leadership*

- *Understanding your ward*

- *Linking the ward to the council*

- *Representation 'vs' leadership?*

- *Engagement & Inclusion*

- *Communication*

- *Importance of advocacy*

- *The wider Public Sector and partners*

- *Working with partners – bringing them on board - making use of resources*

- *Strategic thinking – the burning issues*

**Outcomes**

- *Understanding connection between Community & Council*

- *Understand Assembly working and how it links to Council & Community*

- *Understanding of the importance of the "Community Leadership" and of local community leadership role (ward and neighbourhood level) in helping to set and communicate a vision for the future*

- *Greater awareness of and ability to work effectively in partnerships.*

- *Appreciation of the different roles involved in community leadership, the potential conflicts with their role as strategic leaders.*

- *Ability to apply learning from this and previous modules to improve their own performance as community leaders*

**Creating a bespoke programme**

In reality, a range of elements from each module, together with a number of specific points of focus, will be required to form a bespoke package for each group of members.

This necessitates a series of conversations prior to delivery in each area to ensure member's get the maximum benefit from their attendance.

Further, the Action Learning Set that follows – often described as day 4 – builds from the personal leadership challenges described and worked on through the modules, combined with the strategic big issues discussion in module 3.

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