



REPORT TO EXECUTIVE

AI
Agenda item
16(g)

PORTFOLIO AREA: CORPORATE RESOURCES

Date of Meeting: 27 October 2003

Public

Key Decision: Yes

Recorded in Forward Plan: Yes

Inside Policy Framework

Title: ELECTED MEMBER DEVELOPMENT
Report of: Head of Member Support and Employee Services
Report reference: ME20/03

Summary:

The Executive approved in June a broad framework for the training and development of Members. In order to determine the detailed content of this framework the Executive also endorsed a rigorous consultative exercise with Members, in which 34 Members subsequently participated. The consultant appointed to undertake this exercise produced his report on 15 October and he makes a number of recommendations. These recommendations have informed the detailed Framework.

Recommendations:

- 1) The Executive approve the distribution of the consultant's report (Appendix A) to all Members as soon as possible.
- 2) The Executive endorses the updated Framework for the Development of Members (Appendix B).
- 3) The Executive instruct Officers to implement the new Framework, to include its dissemination to all Members.

Contact Officer: David Williams

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1. BACKGROUND INFORMATION AND OPTIONS

It is now widely recognised that it is not only the performance of staff that can determine the success of a local authority. Although we have offered Members training for many years and continue to meet the needs of several individuals there is dissatisfaction among Members with current arrangements.

It became apparent earlier this year that our current approach to the development of Members was insufficiently strategic. This was confirmed at our recent Comprehensive Performance Assessment (CPA).

A new Development Framework was agreed by the Executive in June designed to enable Members to enhance both their and the Council's performance.

The components of this framework were identified but not the detail. The Executive endorsed a consultative exercise with Members in order to determine these details.

A consultant, George Sandford was appointed to undertake this exercise and his report was received on 15 October. His unedited report is attached as Appendix A.

A re-drafted Framework is attached as Appendix B, based upon:

- the consultant's findings
- the outcomes of research into other authorities recognised as being exemplary in this field, and
- the views of the Portfolio Holder.

Following approval of this framework work will start immediately to embed its recommendations. Much work is needed to introduce the new 'infrastructure' and so it is anticipated that a new Members Training Programme will only be available from April 2004. In the meantime 'status quo' arrangements to access the Members Training Budget shall apply.

2. CONSULTATION

2.1 Consultation to Date.

There has been extensive consultation with Members. The outcome of this consultation has determined the recommendations contained in this report.

The Corporate Resources Overview and Scrutiny Committee has discussed this matter. The Portfolio Holder has been involved throughout.

2.2 Consultation proposed.

It is proposed that all Members should be issued with the consultant's report.

3. STAFFING/RESOURCES COMMENTS

This exercise has intentionally been conducted within the parameters of the existing level of resource for Members development. There will be no additional call upon

staffing/resources as a result of the recommendations contained in this report, although such resources may need to be utilised in a different way.

4. HEAD OF FINANCE'S COMMENTS

This exercise has intentionally been conducted within the parameters of the existing budget for Members development. There will be no need for additional funding as a result of the recommendations contained in this report, although such resources may need to be utilised in a different way.

5. LEGAL COMMENTS

None applicable

6. CORPORATE COMMENTS

None applicable

7. RISK MANAGEMENT ASSESSMENT

None applicable

8. EQUALITY ISSUES

None applicable

9. ENVIRONMENTAL IMPLICATIONS

None applicable

10. CRIME AND DISORDER IMPLICATIONS

None applicable

11. RECOMMENDATIONS

- 4) The Executive approve the distribution of the consultant's report (Appendix A) to all Members as soon as possible.
- 5) The Executive endorses the updated Framework for the Development of Members (Appendix B).

- 6) The Executive instruct Officers to implement the new Framework, to include its dissemination to all Members.

12. REASONS FOR RECOMMENDATIONS

Whilst the authority can be quite satisfied with what it has achieved thus far it has been acknowledged that it is now the time to take Member development onto a higher level. Not only to enable continuous improvement, nor indeed simply because there are currently issues/concerns expressed by Members that need addressing, but also because this framework is designed to have a positive impact upon the Council's performance.

Feedback from the recent CPA exercise clearly states that we need to improve our arrangements for Members development. As such the framework has proved timely and should go a long way to addressing what will become an improvement area within the pending CPA Action Plan.

Elected Member Development in Carlisle City Council

**Report by
George Sandford
14 October 2003**

A proposal for a Renewed Approach to Elected Member Development in Carlisle City Council

1) Research Process

This report is compiled following a consultation process with Elected Members. Questionnaires were sent to all Members who were also contacted by telephone. Face to face and telephone discussions were held with as many Members as possible from all parties including Independents who were consulted equally and without prejudice. In all, responses were gained from 34 of 52 Members.

As views were raised, these were continually fed back into subsequent conversations to find an approach that would be generally acceptable. Reports from Members and Officers visiting other exemplary authorities were taken into account. The consultant having the benefit of 15 years working with over 70 authorities has fed in his own knowledge and experience to form an amalgam of all the elements described.

2) Issues raised by the dialogue with Members

The discussions and questionnaires returned identified a number of dichotomies, which were as follows:

a) voluntary versus mandatory

Some people felt that as Elected Members gave their time voluntarily, there was no authority to impose mandatory appraisals or training. This was re-enforced by the view that the electorate were the ultimate judges of a Member's ability.

Others felt that it was reasonable and justifiable to insist upon an assessment of a Member's strengths and weaknesses and that they should undertake development and training in issues such as legislation, equal opportunities and prior to taking on a committee role.

b) self-assessment versus formal appraisal

Some people (more commonly, more experienced Councillors) felt that self-identification of training needs was sufficient. There was also some discomfort over who would have the "right" to act as an appraiser.

However, others not only accepted but also wished to champion the idea of a more structured and uniform approach to development. Similarly there were mixed views regarding who could conduct a training needs analysis; Officer, Member or third party.

c) professionalism versus accessibility

Whilst some people wanted to put Elected Members on a more professional footing others feared this would lead to alienating and excluding non-professional or less educated people, barring access to participation in local government.

d) In addition to this, the two following words or concepts had mixed receptions

i) appraisal

Issues included, who has the right? who has the time? and whether it should be an informal dialogue or an assessment against a structured list of skills and knowledge.

ii) mentoring

Views on this issue tended to be polarised with people tending to feel strongly in favour or against. There were some concerns about mentoring existing for its own sake rather than for a specific purpose. There was some resistance towards an Officer acting as a mentor to a Member.

e) induction as a separate issue

There was much more consensus in the matter of new Members where it was generally felt that a well thought out, structured and detailed approach to induction would be helpful. It is perhaps also worth noting that informal ad-hoc mentoring occurs between new Members and more experienced ones.

3. The proposal in general

Given 52 Elected Members with widely varying opinions, reaching a unanimous consensus was always unlikely. The consultant has therefore sought to produce a package and form of words that will be generally acceptable to the majority and satisfy all parties. At the same time, care has been taken not to produce a proposal that is so blandly inoffensive as

to render it impotent.

The aim is to provide the council with an approach that is progressive, professional and enables Elected Member development and consequently Carlisle City Council to move forward, presenting itself positively to its peers and its electorate.

4. Suggested Approach to Member Development in detail

i) Establish a Training and Development Management Group

This would comprise the Head of Member Services and a Training Representative from each of the Conservative, Labour and Liberal Groups. (The Independents would channel their needs via the Member Services Officer). Ideally, these should be people with stature and influence within their groups. The appointment of substitutes or deputies would be a sensible provision.

ii) Roles and responsibilities of Training Representatives

The groups would invest their representatives with the authority to collectively decide and agree the following:

1. Corporate priorities as they relate to Member development
2. Acquisition and distribution of resources for training
3. A set of core skills and knowledge for each the different roles of an Elected Member
4. The development and content of a rolling training programme (a minimum of one year, possibly up to three)
5. The content of an induction programme for all new Members
6. Establishing the level of recommendation of attendance of various development activities

Individually, the Training Representatives will be responsible for gathering training needs within their group and encouraging the personal development of their Members.

Depending on the level of formality sought, the group may choose to establish a constitution or set of rules by which it operates.

iii) Training needs analysis

All members will be given a training needs analysis questionnaire and be asked to

undertake an annual development review discussion with their appointed Party Training Representative. This will inform a personal development plan.

N.B. It should not be assumed that experienced Members have no development needs and it may be a further role of the Training Representatives to encourage an attitude of Continuous Development and updating of skills and knowledge.

Individual plans need not be discussed at the T+D Management Group Level but used in general to establish the demand for specific development activities.

iv) Development Activities

Where possible, reliance on full day courses should be diminished as this proves difficult and inconvenient to many Members. Greater use of half-day, evening and weekend events should be made along with joint Member/Officer training to encourage constructive working relationships. The opportunities for peer coaching and mentoring should be explored as should presenting information in alternative formats such as E-learning, CD ROM and self-tuition work-books which may provide more flexibility in busy schedules. The personal development plan form should provide space for the evaluation of the effectiveness of development activities. This can be fed back to the Training Representative to ensure the cost-effectiveness of any training activity.

v) Levels of recommendation

Whilst this proposal falls short of imposing mandatory training, it forwards the idea of a scale of recommendation against development activities as they relate to the different functions of Members.

The scale could be:

- Suggested
- Recommended
- Strongly recommended

And act as a set of euphemisms for the participation expected

For example

Where a member is serving on a committee with legal ramifications there would be little

resistance to legal training being labelled as strongly recommended

vi) Induction

Whilst there is much to praise in the current induction programme, there are opportunities for further development. Having established a set of skills and knowledge for the role of new Member, this information could be used as a basis for a more structured and thorough programme. It is suggested that rather than a short, intensive programme where a surfeit of information could prove difficult to assimilate, a six month programme is created with key milestones. In addition to legal knowledge this should incorporate practical skills required for operating within a ward. Consideration should be given to simplifying and/or re-packaging the current induction package, which can be daunting, off-putting and therefore under utilised.

vii) Mentoring

It is recommended that all new Members have a Designated Mentor for their first year. This is likely to be someone within their own party, ward if possible and clearly someone with the necessary experience. There should be no "shot-gun weddings" and new Members after a couple of weeks of settling in and meeting people, should be able to choose from a selection of self-nominated Mentors. It should be added that mentoring may provide a further developmental opportunity for more experienced Members. Mentoring training may be considered appropriate.

viii) Commitment to development not hours

This proposal rejects the idea of a minimum number of training hours or days to be undertaken by Members on the following grounds:

- a) sufficient resistance amongst Members to make it difficult to implement
- b) arbitrary in deciding the appropriate number of hours or days
- c) could lead to pointless activity merely to clock up hours

Instead, it is suggested that the Personal Development Plan includes a declaration of Commitment to Continuing Self Development and a section be completed at a subsequent date, asking how this has been demonstrated. This could in time be developed into a more sophisticated process of portfolio building but it is suggested that in order to give people

time to adapt to the general principle of Continuous Development that a softer manifestation is introduced initially.

It should also be noted that evidence of demonstrating development may including attendance at meetings, reading a book or a whole range of activities outside of the formal training context.

ix) Financing Development

It is in Member's own interest and ultimately the electorate to maximise the Member Training Budget. Consideration should be given to undertaking a vigorous and pro-active approach to sourcing external funding from organisations such as Local Government Management Board, Training and Enterprise Council, European Community and Academic bodies.

Furthermore, Carlisle City Council may wish to consider establishing itself as the exemplar in Member Development within Cumbria thus enabling it to charge its neighbouring authorities for participation in Carlisle City Council training activities. (not all but where appropriate.)

This would also present the authority favourably in the event of re-organisation as a consequence of Regional Government.

x) Distributing the Training Budget

Whilst apportioning the training budget on a pro-rate, per capita basis has an inherent equity it does not necessarily guarantee the best or most cost effective use of funds (economies of scale to name but one example)

It is therefore proposed that resources are distributed according to the priorities identified by the Training and Development Management Group. There is within this principle however, an expectation that resources and authority over resources will not be monopolised by any one partly for its own ends.

xi) Member Study Area

The current Member's Library is draughty and without chairs and as such is not a conducive study or learning environment. If greater responsibility for self-development is to be encouraged, a suitable environment needs to be developed. This could perhaps include seating, a PC and various learning materials.

5) Insights from other authorities

In compiling this report, visits made by Councillors and Officers of Member Development Practice in Crewe, Halton and Preston have been taken into account as has the Consultant's knowledge of over seventy authorities from Berwick to the south coast.

Whilst there are pockets of parochial stubborn amateurism, it is clear that the majority of authorities are now taking a very progressive and professional approach to providing Members with the necessary tools for good governance.

Some examples follow:

- Chester City Council have a rolling programme of training organised up to three years in advance
- South Staffordshire D.C. have been running joint Member/Officer training which helps build relationships since 1992
- Crewe and Nantwich B.C. conduct individual appraisals with Members which are linked to Corporate Objectives and reflects the Council Scheme for Officers
- Wolverhampton have a comprehensive framework for Councillor training involving consultation and reference to the National Councillor Development Initiative and the Elected Member Charter
- North Devon DC - All Councillors are required to receive training on planning, licensing and regulatory matters
- Wigan MBC have a Councillor Training and Development Strategy which covers a range of activities including:
 - (i) I.T Skills
 - (ii) Improved understanding of regulatory responsibilities
 - (iii) Development of scrutiny skills
 - (iv) Improved understanding of current and future issues
 - (v) Improved understanding of services
 - (vi) Induction for new Members
 - (vii) A range of personal development activities, e.g. Presentation, Public Speaking

However, these examples should not be considered as piecemeal gestures in isolation for there are two significant factors that identify excellence in Elected Member Development.

Firstly, there is a co-ordinate approach with linkages to Corporate Strategy and Officer activity with multi-faceted development incorporating structure through formal training needs analysis and appraisals, and flexibility through coaching, mentoring and innovation. Secondly, there is a whole-hearted commitment to this approach demonstrated by all key players such as Chief Officers, Party Leaders and Executive Members not by default but through active engagement. This point was very much re-iterated during Member/Officer visits to other councils.

6) Conclusion

There was genuine enthusiasm from representatives from all parties to pursue an innovative and radical approach. This proposal has sought to encapsulate these views and present them in a way that will provide Carlisle City Council with a platform for moving forward with vigour and professionalism, demonstrating best practice in local government. The research suggests there is a strong lobby to take this opportunity. However, only clear leadership and a desire to see this through will turn aspirations into reality.

7) Recommendations

List of Recommendations as they appear in this report.

1. Establish a Cross Party Member Training and Development Management Group
2. That group should comprise Head of Member Services and Training Representatives from each of the three main parties. (This may include the nomination of substitutes)
3. Independent's interests will be channelled via the Member Services Officer
4. Training Representatives should be influential characters within their own party
5. The MT+D Management group will be invested with the authority to:
 - a) Agree Member Training priorities
 - b) Acquire, determine and distribute resources
 - c) Establish a set of core skills and knowledge required to undertake various member roles and responsibilities
 - d) Determine the content and timing of a Member Training Programme
 - e) Establish the content and timing of an Induction Programme

- f) Determine the level of "recommended attendance" for development activities
6. Training Representatives will individually undertake Development reviews within their party
 7. Logistically it may be practical for substitutes to assist in this process
 8. Training Representatives will promote a positive attitude towards Continuous Development within their party
 9. The MT+D Management Group may wish to agree a constitution or set of rules
 10. All members will complete a training needs analysis questionnaire
 11. All members will undertake a Personal Development Review with their appointed Training Representative
 12. Information from Individual Reviews will be fed collectively into the Management Group to inform priorities
 13. The use of full one-day courses will be reduced
 14. Greater use of e-learning and alternatives will be made
 15. Personal Development Plans will include evaluation
 16. Absolute insistence on mandatory training will not be made
 17. The MTD Management Group will establish a scale of recommended attendance of:
 - suggested
 - recommended
 - strongly recommended
 18. This scale will be applied to performing different functions as a Member and the corresponding development activities
 19. A set of skills and knowledge for New Member will be created
 20. An induction programme based upon that will be formed

21. A six month programme with milestones will be used
22. The "Induction Pack" should be simplified
23. A compulsory Member wide Mentoring Scheme will not be introduced
24. New Members will elect a mentor of their choice from a selection of self-nominated mentors within their own party
25. The mentoring period will be one year
26. Mentoring training may be considered appropriate
27. A minimum number of training hours to be undertaken will not be insisted upon
28. All members will make a commitment to Continuous Development
29. Subsequent Development Reviews will ask how this has been demonstrated
30. Full portfolio building will not be introduced at this stage but may be a natural progression
31. Funds for Member Training should be maximised
32. External funding should be sought
33. Carlisle City Council should consider becoming the exemplar in Cumbria for Member Development
34. Carlisle City Council may offer charged Member Training Development to other authorities in the region
35. Per capita distribution of training funds is rejected
36. The MTD Management Group will determine the allocation of resources but funds or authority over funds will not be monopolised by any one party
37. An appropriate Member Study area should be created

Appendix 1

Research into a new ELECTED MEMBER DEVELOPMENT PROGRAMME – Visits to other authorities

SUMMARY REPORT

A group of Carlisle City Councillors representing all parties, visited three Councils who have achieved quality Council status* and have been recognised by the CPA process as exemplars in this field. These are Crewe, Preston & Halton (Widnes & Runcorn). I have written a more detailed report on these visits; this is a summary of the main characteristics of this process, which is common to each of these Councils:

1. The process is driven by Senior Elected Members e.g. Leaders, Deputy Leaders, and Leaders of the opposition parties.
2. Each has established a Member Development Working Group comprising Senior Members such as the above.
3. Amount of development opportunities which each Elected Member takes on is a matter for individual choice. However, the ethos and culture of each Council encourages active participation. Annual development programmes are an integral part of these Councils' list of annual events in the Council calendar.
4. The process is supported by committed officers who are drawn from different parts of these Councils, e.g. training to ensure the programme works effectively.
5. Each Council's Members with whom we discussed these issues were clear that this process needed to be Member led and was an integral part of a policy to develop and sustain Community Leadership.
6. Each Council was very generous with their time, experiences and documentation.

Councillor Joe Hendry

15 October 2003

* *Members Charter* (North West Employers' Charter for Member Development)

Representatives from Carlisle City Council participating in visits:

Councillor Donald Joscelyne (Conservative – 1 visit)

Councillor John Guest (Liberal Democrat - 1 visit)

Councillor Joseph Hendry (Labour – 3 visits)

Councillor Peter Farmer (Liberal Democrat – 1 visit)

Councillor Barry Earp (Conservative - 1 visit)

Councillor Cyril Bowman (Conservative – 1 visit)

Linda Mattinson (Training Co-ordinator – 2 visits)

David Williams (Head of Member Support and Employee Services – 1 visit)

Appendix 2

List of data and source material used in compiling this report

- Elected Member Questionnaires
- Telephone Interviews
- Face to Face meetings
- Reports on visits to other councils by Cllr D. Joscelyne, Cllr J. Hendry and Linda Mattison
- Crewe & Nantwich BC Portfolio of evidence for Member Charter
- Elected Member job descriptions
- Carlisle City Council Employee Appraisal Scheme
- The Consultant's 15 years experience of working with over 70 authorities and Member Development in Hereford City Council, Chester City Council, Crewe and Nantwich BC and Barrow BC

A Framework for the Development of Elected Members

Carlisle City Council aspires to continuous improvement, both of individuals and of the organisation.

In accordance with our ambition to be an authority dedicated to meeting the needs of the community, and one that demonstrates best practice in local government, this Council has made an explicit commitment to the development of our Elected Members. We wish to become the exemplar in Cumbria for Member Development.

We recognise that it is not only the performance of staff that can determine our success and so we will encourage and enable our Members to undertake training and development activities as appropriate to the needs and aspirations of both individual Members and of the Council.

This Framework exists so as to ensure that we organise this in a professional way and to the highest standard possible within available resources.

All Members have been consulted in the drawing up of this Framework.

1. Policy

- 1.1 This framework applies to all Members who should aspire to review and enhance their performance on an ongoing basis.
- 1.2 It will be championed by the Executive.
- 1.3 It will be led by Members.
- 1.4 It will be supported by officers.
- 1.5 It will be validated through achievement and maintenance of the North West Employers Charter for Members Development.
- 1.6 Appropriate resources will be dedicated in support of this framework.
- 1.7 This framework will be reviewed periodically by Members themselves.

2. Management and oversight of this framework

- 2.1 A cross party Member Training and Development Steering Group will be established.
- 2.2 This group shall comprise the Portfolio Holder and Member Training Representatives from each of the three main parties. These should be senior figures from within the

respective parties. It will be supported by the Head of Member Support and Employee Services. The interests of Independent Members will be channelled via this officer. There will be nominated substitutes.

2.3 The Member Training and Development Steering Group will be invested with the authority to:

- a) Agree Member training priorities
- b) Determine the distribution of available resources
- c) Establish a set of core skills and knowledge required to undertake various member roles and responsibilities
- d) Determine the content and timing of an annual Member Training Programme
- e) Establish the content and timing of an Induction Programme for new Members
- f) Determine the level of "recommended attendance" for development activities

3. Role of Member Training Representatives

3.1 Undertake Development Reviews of other Members within their respective party.

Logistically it may be practical for substitutes to assist in this process.

3.2 Promote a positive attitude towards Continuous Development within their party.

3.3 Sit on the Steering Group.

3.4 Training for their role will be provided. Representatives will maintain and update their own knowledge and skills.

4. Training Needs Analysis

4.1 All members will initially complete a training needs analysis questionnaire.

4.2. In time all members will undertake a Personal Development Review (PDR) with their appointed Member Training Representative. Each review will result in a Personal Development Plan (PDP) for the respective Member. Resources necessary for the achievement of the PDP will be agreed at or about the time of the PDR.

4.3 Where development activities are identified during the year that had not been anticipated at the time the individual's PDR took place, then the Portfolio Holder be asked to give approval.

4.4. Information from PDPs and completed questionnaires collectively (and confidentially) will be fed into the Steering Group to inform priorities.

4.5 The Steering Group will determine the use and frequency thereafter of PDRs and questionnaires, with an understanding that this process should be undertaken on a regular and preferably annual basis.

4.6 Personal Development Plans will include self-evaluation of training activities undertaken, which can be shared at the PDR.

5. Level of involvement in training

5.1 There will be no absolute insistence on mandatory training.

5.2 Instead the Steering Group will establish a scale of recommended involvement, thus:

- suggested
- recommended
- strongly recommended
- expected.

5.3 This scale will be applied to performing different functions as a Member and the corresponding development activities.

5.4 The use of the 'expected' category will be restricted to situations where the council may be vulnerable to legal challenge on its decisions if Members had not received the necessary specialist training.

5.5 There will be no minimum number of training hours to be undertaken by Members.

5.6 However, all members will make a commitment to Continuous Development.

5.7 Subsequent PDRs shall consider how this has been demonstrated.

6. Induction of New Members

6.1 The Steering Group will ensure that a set of skills and knowledge for New Members will be created.

6.2. An induction programme based upon that will be formed.

6.3 A six month programme with milestones will be used.

24. New Members will be offered a mentor. The mentoring period will be one year. New

Members will elect a mentor of their choice from a selection of self-nominated mentors within their own party or appropriate Officers. Mentoring training will be made available to such mentors.

7. Member Training Programme

7.1 An annual programme shall be produced by the Steering Group, utilising the outcomes from PDRS and use of training needs analysis questionnaires.

7.1 The programme would be planned in outline prior to the start of each municipal year and endorsed by Members. Personal copies of this outline would be sent to each Member. Full details of each event would then be put onto public folders.

7.2 It will be administered by officers in Member Support and Employee Services.

7.3 Greater use of e-learning and alternative learning methodologies will be made.

This framework is effective from November 2003.

**EXCERPT FROM THE MINUTES OF THE
CORPORATE RESOURCES OVERVIEW AND
SCRUTINY COMMITTEE
HELD ON 16 OCTOBER 2003**

**CROS.121/03 CONSULTATION ON THE FRAMEWORK FOR THE
DEVELOPMENT OF MEMBERS**

The Head of Member Support and Employee Services presented report ME.18/03 concerning consultation on the framework for the development of elected Members.

Mr Williams outlined the original framework document, a copy of which was attached as an appendix to the report.

A consultant, Mr George Sandford, had been appointed to work on behalf of the authority, to canvass Members' opinions, suggestions and explore options, the aim being to achieve a coherent and vigorous approach to Member development. Details of the consultation process and dialogues were provided.

Mr Williams then invited the collective views of this Committee, prior to the final report being submitted to the Executive on 27 October and full Council on 4 November 2003. The intention was to implement the Framework immediately following approval.

Mr Williams and the Corporate Resources Portfolio Holder then responded to Members' questions.

Members believed that the current arrangements for the development of Members were unsatisfactory, but that they could not comment further without sight of the Consultant's report. They requested that the Consultant's report should be circulated to Members as soon as it became available, who in turn should forward their views to Mr Williams for inclusion in the report to be submitted to the Executive on 27 October 2003.

RESOLVED – That the Head of Member Support and Employee Services be requested to forward the Consultant's report to Members immediately it became available, and that Members then forward their views to the Officer for inclusion in the report to the Executive on 27 October 2003.