

NORTHAMPTON BOROUGH COUNCIL

STANDARDS COMMITTEE

Your attendance is requested at a meeting to be held at the Jeffery Room on Monday, 13 December 2010 at 5:00 pm.

D. Kennedy
Chief Executive

AGENDA

1. APOLOGIES
2. MINUTES
3. DEPUTATIONS / PUBLIC ADDRESSES
4. DECLARATIONS OF INTEREST
5. MATTERS OF URGENCY WHICH BY REASON OF SPECIAL CIRCUMSTANCES THE CHAIR IS OF THE OPINION SHOULD BE CONSIDERED
6. LETTER TO THE GOVERNMENT
Report of the Chair of Standards Committee (Copy herewith)
7. APPOINTMENT OF INDEPENDENT MEMBER
Report of the Borough Solicitor (Copy herewith)
8. MEMBER DEVELOPMENT TRAINING
Report of the Borough Solicitor (Copy herewith)
9. EXCLUSION OF PUBLIC AND PRESS
THE CHAIR TO MOVE:
"THAT THE PUBLIC AND PRESS BE EXCLUDED FROM THE REMAINDER OF THE MEETING ON THE GROUNDS THAT THERE IS LIKELY TO BE DISCLOSURE TO THEM OF SUCH CATEGORIES OF EXEMPT INFORMATION AS DEFINED BY SECTION 100(1) OF THE LOCAL GOVERNMENT ACT 1972 AS LISTED AGAINST SUCH ITEMS OF BUSINESS BY REFERENCE TO THE APPROPRIATE PARAGRAPH OF SCHEDULE 12A TO SUCH ACT."

Public Participation

Members of the public may address the Committee on any non-procedural matter listed on this agenda. Addresses shall not last longer than three minutes. Committee members may then ask questions of the speaker. No prior notice is required prior to the commencement of the meeting of a request to address the Committee.

Agenda Item 2

NORTHAMPTON BOROUGH COUNCIL

STANDARDS COMMITTEE

Monday, 18 October 2010

PRESENT: I Harley (Chair); Mrs Moss (Deputy Chair); T Morris, M Edwards, W Lovell and Councillors P Flavell, J Hollis, R Matthews and T Scott

1. APOLOGIES

An apology was received from David Hughes. The Chair welcomed Wendy Lovell – Northampton County Council Vice Chair of Standards Committee.

2. MINUTES

The minutes of the meeting held on the 14th June 2010 were signed as a true record. Cllr Hollis requested an update on the Proportionality Upgrade from the Borough Solicitor at the next Standards meeting to be held on the 13th December 2010.

3. DEPUTATIONS / PUBLIC ADDRESSES

None

4. DECLARATIONS OF INTEREST

None

5. MATTERS OF URGENCY WHICH BY REASON OF SPECIAL CIRCUMSTANCES THE CHAIR IS OF THE OPINION SHOULD BE CONSIDERED

None

6. THE FUTURE OF THE STANDARDS REGIME

A report submitted on behalf of the Borough Solicitor informed the Standards Committee of the new Government's proposal to abolish the Standards Board Regime. The Communities and Local Government Association (LGA) released details of the announcement. It was noted that Standards for England had released a statement, which outlined their intention to continue to work and support local authorities under the existing regime while the statutory framework remained operative.

Cllr Hollis argued that the abolition of the Regime could lead to the criminalisation of some Members for low-level procedure, which could quite simply have been a genuine misunderstanding or mistake rather than a calculated attempt to gain by ill-gotten means.

The Chair reported that the Standards Board was not a 'Police' of the Council, but had led to an increase in the general conduct of Councillors and respect between Member and Officer working relationships. Cllr Flavell also argued that the existence of the Standards Board made other Councillors aware of consequences of disrespectful behaviour and bad conduct and without it, there would be a potential for such behaviour to

continue as there would not be an awareness of how or where to report it to. It was further argued that the whilst the Local Government Ombudsman would investigate complaints made against Councillors, the more layers and distance complainants had to be involved in, would inevitably dissuade and deter the reporting of unprofessional behaviour and conduct.

Cllr Scott argued that the communication circulated by the Communities Minister and the Communities Secretary was aimed at personal gain level and that the majority of complaints that had been brought forward to the Committee were of matters of Councillor conduct and behaviour and that any illegal activity that had resulted in personal gain would always have been investigated by the police. She further explained that the message being sent out to Officers was negative and that the Standards Board Regime had acted in a preventative rather than as a prosecutor measure.

Cllr Matthews remarked that there was a general shift of the new Government to support the notion of decentralisation and localism. However, the abolition of the Standards Board Regime was the opposite of that and that 'local part' was being shifted away thus power being given to the Ombudsman, whom it was noted was not located locally.

The Chair congratulated the Borough Solicitor and his team for having in the past, dealt with complaints very quickly and efficiently.

In response to a question asked by Cllr Flavell, it was explained by the Borough Solicitor, that the proliferation of complaints made to the Standards Board had resulted in greater publicity, accessibility and transparency in the reporting of undesirable conduct of Council Members.

The Chair requested information with regards to support offered by political parties as to whether the political party leaders would support the notion of him writing to the Communities Minister (Andrew Stunnell) and the Communities Secretary (Eric Pickles) expressing concern at the proposed abolition.

Resolved that:

- 1. Members noted the new Government's proposals.**
- 2. The Chair would write a draft letter to the members of the Standards Committee requesting comments. Once the letter was amended the Chair would further circulate the final copy to:**
 - ACSeS – Senior Solicitors**
 - Association of Local Councillors**
 - Association of Parish Councillors**
 - MP's Nick Clegg, Andrea Leadsom, Brian Binley and Michael Ellis**
 - Leaders of the Northampton Borough Council Political Parties**

7. STANDARD FOR ENGLAND - BULLETIN NO. 48

A report was submitted on behalf of the Borough Solicitor with regards to the Standards for England (SfE) August 2010 Bulletin no 48. It was noted that the anticipated abolition of the Standards Board Regime and the final closure of the organisation was expected between 31 December 2011 and the 31 March 2012.

The Chair explained that in the meantime, the local standards framework would still exist and that the Standards Board would still be bound by a statutory obligation to continue to meet and monitoring officers would have an obligation to keep the system operating during that time. It was also reported that as part of the Monitoring Returns of the Business Plan, requests had been made for local authorities to complete quarterly monitoring. However, no further requests would be made for the submission of quarterly or annual returns.

The Chair suggested that a press release be issued to raise the profile and understanding the effects of the abolition of the Standards Board Regime would have not only for the Council but also the General Public.

Resolved that:

- 1. Members noted the contents of the Bulletin**
- 2. Political Parties gain support of the Political Leaders and request a press release be issued in order to publicise the consequences of the loss of the Standards Board Regime.**

8. INDEPENDENT MEMBER RECRUITMENT

A report was submitted that informed the Standards Committee about the progress of the recruitment of a new Independent member to replace a retiring Independent member.

It was noted that previously the Council had experienced difficulties in recruiting Independent members. However, 8 applicants were to be interviewed and the number of applicants reflected a more representative response of the diverse community the Council serves. It was explained due to the abolition of the Standards Board Regime; applicants would be informed that the position of Independent member might be relatively short lived.

The Chair expressed his thanks and gratitude to the retiring member, Glenice Moss, and on behalf of the Committee wished her luck in her future endeavours. She confirmed that she would remain an Independent Member until the end of November 2010.

Resolved that:

The 8 applicants who submitted completed applications in response to the authority's advertised request be interviewed in order to fill the vacancy.

9. EXCLUSION OF PUBLIC AND PRESS

The Chair moved that the Public and Press be excluded from the remainder of the meeting on the grounds that there was likely to be disclosure to them of such categories of exempt information as defined by Section 100(1) of the Local Government Act 1972 as listed against such items of business by reference to the appropriate paragraph of Schedule 12A to such Act.

The Motion was Carried.

10. COMPLAINT AGAINST A PARISH COUNCILLOR

A report was submitted on behalf of the Borough Solicitor, which outlined an investigation undertaken by the Council's Monitoring Officer in connection with a complaint made against a Parish Councillor.

It was explained that during the investigation, the Parish Councillor had expressed concern and had continued to be honest and upfront about the allegations during the investigation. The Solicitor further reported that the Monitoring Officer was satisfied that no further action should be taken against the Parish Councillor. Moreover, the Monitoring Officer had written to the complainant about the matter to explain how seriously the allegations had been taken and to invite her to discuss the outcome of the other action taken but no further correspondence had been received from the complainant.

Cllr Scott suggested that further training should be given to Parish Councillors with regards to conduct to avoid further complaints.

Resolved that:

By the action taken by the Council's Monitoring Officer the matter had been satisfactorily concluded.

The meeting concluded at 18.38

M6488

Standards Committee

AGENDA STATUS: PUBLIC

Report Title	LETTER TO THE GOVERNMENT
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Date of Meeting:	13 December 2010
Directorate:	Chief Executive
Ward(s)	All

1. Summary

- 1.1 Following the resolution at the last Standards Committee for the Chair to draft a letter on behalf of this Standards Committee's members to several addressees including the Government about the Coalition Government's proposals to abolish the Standards Board Regime, the Chair has drafted a letter attached at appendix 1.

2. Recommendations

- 2.1 That Standards Committee Members consider the contents of the draft letter with the Chair and make any amendments.

3. Report Background

- 3.1 The Coalition Government have announced they are to abolish the Standards Board regime as announced in the upcoming Decentralisation and Localism Bill.
- 3.2 Detail on the proposals was contained in the Communities Minister Andrew Stunell's announcement on 20 September 2010, the Communities Secretary Eric Pickles' comments of the same date and a release from the Communities and Local Government Association.
- 3.3 Although Standards for England have released a statement that they intend to continue to work and support local authorities under the current regime whilst the statutory framework remains operative, the Coalition Government intends for the whole Standards regime to be axed in the upcoming Localism Bill. There has also been speculation in some quarters that Standards for England's scrutinizing role may be passed over to the Local Government Ombudsman.
- 3.4 The Committee is referred to the minutes of the previous meeting for individual members' particular concerns, comments and remarks.

3.5 As is seen from the draft letter, the Chair proposes to write as both a constituent and Chairman of Northampton Borough Council's Standards Committee to explain these concerns, comments and remarks. Subject to any amendments the Committee members wish to make to the letter, it is intended the letter will be sent to ACSeS (Senior Solicitors group), Association of Local Councillors, Association of Parish Councillors, MP's Nick Clegg, Andrea Leadsom, Brian Binley and Michael Ellis and the Leaders of Northampton Borough Council.

4.Implications (including financial implications)

4.1 Resources and Risk

This report has been compiled after consideration of implications in respect of finance and those using the service and where such implications are material they have been described in the body of this report.

4.2 Legal

None other than those mentioned in the body of the report. Standards Committee is the appropriate body to consider the matters set out in this report.

4.3 Other Implications

4.3.1 This report has been compiled after consideration of implications in respect of equal opportunities, personnel, crime and disorder and those using the service and where such implications are material; they have been described in the text of the report.

5. Background Papers

Advert and applications records held by the Borough Solicitor.

Report Author and Title: Nikolas Jacob, solicitor on behalf of Francis Fernandes,
Borough Solicitor and Monitoring Officer Northampton Borough
Council

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I am writing to you as both a constituent and Chairman of the Independent Standards Committee of Northampton Borough Council in order to explain my concerns, and those of my fellow committee members, arising from the Governments published intention to axe the Standards for England process in its entirety. I note that you have asked questions in Parliament concerning Communities and Local Government and other matters that have a direct bearing on local people and assume that the conduct and standards exhibited by elected Local Authority Councillors are of interest to you.

Both Secretary of State Eric Pickles and his Communities Minister Andrew Stunell, have criticised the existing Local Authority Standards Regime, claiming that

1. It has proved to be a vehicle for malicious and frivolous complaints and petty local vendettas;
2. 50% of recorded complaints were judged unworthy of any further action;
3. The process is costly and a waste of money;
4. Frivolous allegations undermine local democracy, damage reputations and discourage people from running for office;
5. The Government will free councillors from central prescription and top down bureaucracy so they can get on with their job;
6. If a councillor behaves irresponsibly or ineffectively it's a matter for the electorate.

The stated intentions of the Government are to rectify this alleged costly and worthless process through the intended introduction of statute that criminalises certain behaviours as corruption and/or fraud i.e.; serious misconduct for personal aims; failure to register or declare an interest; or seeking to mislead the public, which will discourage such conduct and, in addition, give enhanced powers for the local Government Ombudsman to deal with public complaints of poor local services. These published intentions seem to assume that simple criminalisation of certain behaviours will prove sufficient in deterring general poor standards of behaviour which led to public disenchantment with local politicians and the system itself.

As a former investigator of allegations of corruption in both public and private sectors I am aware that over the past 20 years the majority of police constabulary fraud and public sector corruption investigation resources have either been dissembled or dramatically reduced. This has led to numbers of allegations being rejected, inadequately investigated or ignored, despite repeated published statements of public bodies claiming that they “maintain a ‘zero-tolerance’ culture to fraud and corruption”. Such stated intentions without proper investigation, public outcomes and effective preventative internal measures which fail to prevent or deter corrupt behaviour, lead to local and national ridicule and cynicism.

Criminal charges of corruption depend upon the Attorney General's fiat and require evidence likely to result in conviction. The Government have stated that police resources are likely to be reduced by 20% over the next 4 years with overt local street patrols and presence taking priority. It is reasonable to suggest that the intended criminal offences arising from serious misconduct by local councillors will be inadequately investigated, if at all. In these circumstances the proposed statute will fall into disrepute, fail to deter, prevent, or, conversely, even encourage serious abuse

within the local political environment and increase the existing public cynicism and distrust toward local authorities, councillors and politicians in general.

It is not apparent that past and present standards of behaviour pertaining to many members of either the Commons or Lords have been based upon the seven principles of public life or the listed model code of conduct relating to councillors. Clearly, public opinion and confidence in the credibility, honesty and integrity of members of both houses, has recently been undermined and this has been repeatedly acknowledged by the leaders of all political parties.

Reviews based upon proven incidents of corruption within local government have resulted in the identification of pointers which could identify a potentially unethical organisation resulting in a framework of simple preventative measures. The criticisms of the current standards regime by the Secretary of State and his Minister appear to take no account of the preventative nature of local independent membership within the establishment and monitoring of agreed standards of behaviour. The history of dependence solely upon the introduction of statute to determine honesty is often one of failure and ridicule made worse by the lack of availability of competent investigative resource, the stringent demands of proof required to commence criminal proceedings and huge cost to the public purse when the occasional investigation does take place and result in criminal proceedings.

For almost 200 years society has recognised that prevention of criminal behaviour as the proper and effective alternative to the sole threat of severe legal punishment is more effective, efficient and less costly. Reference to the Standards for England 2009 Annual Review demonstrates the growing acceptance of the standards scenario within Local Authorities, together with the advantages that have emerged.

The expectations and responsibilities of the elected member role are many and demanding, always requiring an open display of the highest personal characteristics. The “Model Code of Conduct” was based upon the “Accepted Seven Principles of Public Life”:

- Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty; and Leadership.

The “Code of Conduct” expected of local councillors is to be abolished and with it, seemingly, the abandonment of certain current expectations of councillors. Research published by Standards for England has shown that where standard committees have proved to be successful and have guided routine behaviour positive preventive outcomes have been found, including;

- Established Virtuous Circles:
- Well respected Monitoring Officers
- The ethical tone set by the leadership
- Everyone disposed to be proactive and pre-emptive toward possible misconduct and ethical risks
- A culture of respectfulness in which being virtuous is embraced as part of the organisations identity

The Coalition Government have issued their programme for Government which is based upon three key elements – Freedom, Fairness and Responsibility – in which the

devolvement of power to communities and local government is a key factor. To date there are 438 Standard Committees in England comprising of 4507 elected members and 1658 independent members from the local public. This last group have no other link to the authority than that of their overseeing role on the standards committee. Independent members are important in helping to increase or sustain public confidence in the local standards framework and provide a clear signal that the standards committee is acting fairly and impartially. Put simply their role is:

- Not to serve any political party, solely the democratic process;
- The promotion, education and support of members;
- The promotion of ethical well being within Councils;
- To establish positive relationships with the public;
- To establish and maintain political impartiality.

I contend that this form of public involvement squarely meets the key elements of “The Big Society” mentioned above.

My colleagues and I understand that the present serious economic situation must be addressed by cutting public sector expenditure and that will necessarily impact upon the Standards Regime. We ask that the Secretary of State accepts that **independent local standards committees** should not be abolished and that the expectations of the public regarding ethical behaviour of elected councillors continue to be met through adherence to a published code of conduct. Public Servants generally operate within enforced codes of behaviour answerable to independent bodies. An example is the [Independent Police Complaints Commission](#). It is unlikely that there would be public support for the abolishment of that Commission on the basis that many complaints against police result in no further action and it is difficult to understand why elected politicians should not be subjected to investigation of alleged breaches of expected conduct by an independent entity.

I would be grateful if you could forward my correspondence to the Secretary of State for Communities and Local Government, The Right Honourable Eric Pickles, and ask how the Government will address these concerns.

I have copied Michael Ellis MP for Northampton North, Brian Binley MP for Northampton South and Andrea Leadsom MP for Northamptonshire South, whose constituencies cover the Northampton Borough Council area, as I believe they will have an interest in this issue and I hope will also wish to become involved in preventing the complete abolishment of the existing standards regime without the introduction of statutory arrangements that cover the issues raised in this letter. Furthermore that they support the continuation of local independent arrangements that clearly have bite, maintain appropriate councillor conduct and raise respect for the political process within their electorate.

Standards Committee

AGENDA STATUS: PUBLIC

Report Title	STANDARDS COMMITTEE – INDEPENDENT MEMBER RECRUITMENT
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Date of Meeting:	13 December 2010
Directorate:	Chief Executive
Ward(s)	All

1. Summary

- 1.1 To inform the Standards Committee about the progress of the recruitment of a new Independent member to replace a retiring Independent member.

2. Recommendations

- 2.1 That Members resolve to recommend to Full Council in January 2011 the appointment of Zillah Turner who successfully completed the selection process in response to the authority's advertised request to receive applications to fill the vacancy left by a member retiring at the end of November 2010.

3. Report Background

3.1 The recruitment of an Independent Member.

- 3.2 During the Autumn the Council undertook a recruitment exercise to appoint an independent member in view of the pending retirement of an independent member.
- 3.3 On November 22 2010 the Council interviewed the 8 applicants who responded to the recruitment process.
- 3.4 There were many candidates who impressed the interview panel and the decision proved to be an extremely difficult choice. The Chair considered that, of all the candidates, Zillah Turner demonstrated the greatest enthusiasm to undertake meaningful public voluntary service. She was also able to show experience of working at middle/senior levels within the public health sector, with apparent good networking skills. It was also thought that, as the Standards Committee is anxious to engage with schools, universities, youth groups and similar organisations in order to encourage young citizens to partake in and understand relevant activities, Zillah is likely to relate well across age and experience boundaries.

- 3.5 In the light of the impending retirement of one of independent members the Borough Solicitor recommends that subject to suitability one appointment be made from the 8 candidates who have applied.
- 3.6 The Committee is reminded that until the new legislation abolishing the Standards regime is in place, the local standards framework still exists and standards committees and monitoring officers have an obligation to keep the system operating. By the appointment of a new independent member this will ensure the Standards Committee remains compliant with the statutory requirements.

4.Implications (including financial implications)

4.1 Resources and Risk

This report has been compiled after consideration of implications in respect of finance and those using the service and where such implications are material they have been described in the body of this report.

4.2 Legal

None other than those mentioned in the body of the report. Standards Committee is the appropriate body to consider the matters set out in this report.

4.3 Other Implications

- 4.3.1 This report has been compiled after consideration of implications in respect of equal opportunities, personnel, crime and disorder and those using the service and where such implications are material; they have been described in the text of the report.
- 4.3.2 As one third of the membership of Standards Committee must, under the Council's constitution, be Independent Members, the Chair proposes that Standards Committee recommend to Full Council the appointment of candidate selected by the recruitment process otherwise there is a significant risk to Standards Committee and the Council to the extent that the committee might be unable to function effectively due to insufficient Independent Membership.
- 4.3.3 Continued vacancies amongst Independent Members may reduce public confidence in Standards Committee.

5. Background Papers

Advert and applications records held by the Borough Solicitor.

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Standards Committee

AGENDA STATUS: PUBLIC

Report Title	MEMBER DEVELOPMENT TRAINING
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Date of Meeting:	13 December 2010
Directorate:	Borough Solicitor
Ward(s)	All

1. Summary

- 1.1 To ascertain from Members of Standards Committee their training needs on Standards issues.
- 1.2 To ascertain from Members of Standards Committee the training needs of other Councillors on Member Development Training issues generally.

2. Recommendations

- 2.1 That Members hold an open discussion forum at the meeting and provide their proposals to the Chair.

3. Report Background

- 3.1 The Local Government elections are expected to take place in May 2011.
- 3.2 Inevitably there will be many new members and it is customary for new and existing members to receive training on skills they need as Councillors in Local Government. Please see attached as appendix 1 a set of modules, which are currently the subject of training for the remainder of this year and the beginning of next year.
- 3.3 Members will need to separate in their discussions the training needs of Councillors generally (for example constitutional and ethical topics and mandatory training on the Code of Conduct and other subjects described in appendix 1) and the training needs of Standards Committee members.
- 3.4 It will subsequently be possible over the coming weeks and months for a discussion to take place with the member development group to ensure constitutional and ethical topics are included in the annual training programme.

4. Implications (including financial implications)

4.1 Resources and Risk

This report has been compiled after consideration of implications in respect of finance and those using the service and where such implications are material they have been described in the body of this report.

4.2 Legal

None other than those mentioned in the body of the report. Standards Committee is the appropriate body to consider the matters set out in this report.

4.3 Other Implications

This report has also been compiled after consideration of implications in respect of equal opportunities, personnel, crime and disorder and those using the service and where such implications are material they have been described in the text of the report.

5. Background Papers

LLRMDN Member Development Programme attached as Appendix 1

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Appendix 1

LLR MDN - Member Development Programme

Module Title	Provider	Session Date	Venue
Problem Solving	Norman Hockley, Aspire	26 May 2010	Melton Borough Council
Managing Conflict	Peter Delves	07 June 2010	Hinckley and Bosworth Borough Council
Staying Brilliant	Andy Cope, Aspire	08 June 2010	Harborough Borough Council
Implementing Change	Colin Salter, Aspire	16 June 2010	
Chairing skills	Nelson Training	21 June 2010	Melton Borough Council
Sustainability and the Environment	Simon Drury	29 June 2010	Leicester City Council
Presentation and Public Speaking	Nelson Training	30 June 2010	Oadby and Wigston Borough Council
The Effective Ward Councillor	IDeA	05 July 2010	Melton Borough Council
Chairing skills	Nelson Training	07 July 2010	Hinckley and Bosworth Borough Council
Managing Conflict	Peter Delves	13 July 2010	Leicester City
Media	Media Skills	15 July 2010	Charnwood Borough Council
Community Engagement and dealing effectively with Public	LGIU	07 September 2010	Oadby and Wigston Borough Council
Media	Media Skills	08 September 2010	
Communications and listening skills	Julia Wright	13 September 2010	Harborough Borough Council
Questioning skills	Julia Wright	14 September 2010	
The Effective Ward Councillor	IDeA	20 September 2010	Leicester City
Problem Solving	Norman Hockley, Aspire	22 September 2010	Melton Borough Council
Negotiating and influencing	Peter Delves	23 September 2010	
Read Faster	Kronos Learning	27 September 2010	Oadby and Wigston Borough Council
Partnership working and CAA	LGIU	29 September 2010	
Presentation and Public Speaking	Nelson Training	06 October 2010	Hinckley and Bosworth Borough Council
Time management / work life balance	Peter Delves	07 October 2010	Melton Borough Council
Staying Brilliant	Andy Cope, Aspire	12 October 2010	Leicester City
Implementing Change	Colin Salter, Aspire	13 October 2010	Harborough Borough Council
Strategic thinking/ Policy formulation	LGIU	26 October 2010	Oadby and Wigston Borough Council
Chairing skills	Nelson Training	28 October 2010	
Questioning skills	Julia Wright	01 November 2010	North West Leicestershire DC
Time management / work life balance	Peter Delves	02 November 2010	Oadby and Wigston Borough Council
Media	Media Skills	09 November 2010	Oadby and Wigston Borough Council
Communications and listening skills	Julia Wright	16 November 2010	Hinckley and Bosworth Borough Council
Partnership working and CAA	LGIU	18 November 2010	Leicester City Council
Problem Solving	Norman Hockley, Aspire	23 November 2010	Blaby District Council
Strategic thinking/ Policy formulation	LGIU	25 November 2010	
Sustainability and the Environment	Simon Drury	01 December 2010	Harborough Borough Council
Community Engagement and dealing effectively with Public	LGIU	02 December 2010	
Implementing Change	Colin Salter, Aspire	07 December 2010	
Negotiating and influencing	Peter Delves	09 December 2010	Oadby and Wigston Borough Council
Read Faster	Kronos Learning	11 January 2011	Charnwood Borough Council
Negotiating and influencing	Peter Delves	18 January 2011	Charnwood Borough Council
Presentation and Public Speaking	Nelson Training	20 January 2011	Blaby District Council
Strategic thinking/ Policy formulation	LGIU	24 January 2011	North West Leicestershire DC
Read Faster	Kronos Learning	07 February 2011	Blaby District Council
The Effective Ward Councillor	IDeA	09 February 2011	Oadby and Wigston Borough Council
Mentoring	Julia Wright	10 February 2011	Blaby District Council
Staying Brilliant	Andy Cope, Aspire	15 February 2011	Hinckley and Bosworth Borough Council
Managing Conflict	Peter Delves	16 February 2011	Melton Borough Council
Sustainability and the Environment	Simon Drury	02 March 2011	
Community Engagement and dealing effectively with Public	LGIU	03 March 2011	
Time management / work life balance	Peter Delves	08 March 2011	
Mentoring	Julia Wright	09 March 2011	
Communications and listening skills	Julia Wright	16 March 2011	
Questioning skills	Julia Wright	17 March 2011	
Mentoring	Julia Wright	22 March 2011	Hinckley and Bosworth Borough Council