



Committee: COUNCIL BUSINESS COMMITTEE

Date: THURSDAY, 13 SEPTEMBER 2007

Venue: MORECAMBE TOWN HALL

Time: 4.30 P.M.

A G E N D A

1. **Apologies for Absence**

2. **Appointment of Vice-Chairman**

3. **Minutes**

Minutes of meeting held on 28th June 2007 (previously circulated).

4. **Items of Urgent Business Authorised by the Chairman**

5. **Declarations of Interest**

6. **Comprehensive Performance Assessment 2007** (Pages 1 - 28)

Report of Head of Corporate Strategy

7. **Civic Review Implementation Plan** (Pages 29 - 54)

Report of the Head of Democratic Services

8. **Elected Member Development - Progress Report** (Pages 55 - 72)

Report of Head of Democratic Services

9. **Special Council Meeting 2007** (Pages 73 - 78)

Report of the Head of Democratic Services

10. **Constitutional Review** (Pages 79 - 82)

Report of the Head of Democratic Services

11. **Members' Dress Code** (Pages 83 - 86)

Report of the Head of Democratic Services

12. **Urgent Business Report** (Pages 87 - 88)

Report of the Head of Democratic Services

13. **Changes to Membership of Committees**

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Susan Bray (Chairman), Shirley Burns, Geoff Knight, Karen Leytham, Joyce Pritchard, Morgwn Trolinger and Rob Smith

(ii) Substitute Membership

Councillors June Ashworth, Abbott Bryning, Chris Coates, Jean Dent and Janie Kirkman

(iii) Queries regarding this Agenda

Please contact Gillian Noall, Head of Democratic Services - telephone: 01524 582060 or email gnoall@lancaster.gov.uk.

(iv) Changes to Membership, substitutions or apologies

Please contact Members' Secretary, telephone 582170, or alternatively email memberservices@lancaster.gov.uk.

MARK CULLINAN
CHIEF EXECUTIVE
TOWN HALL,
LANCASTER LA1 1 PJ

Published on Tuesday, 4th September, 2007

COUNCIL BUSINESS COMMITTEE**COMPREHENSIVE PERFORMANCE ASSESSMENT 2007
(RECATAGORISATION)
13TH September 2007****Report of Head of Corporate Strategy****PURPOSE OF REPORT**

To advise the Committee of the timetable for the forthcoming Comprehensive Performance Assessment and to invite comment upon the Self Assessment document.

This report is public

RECOMMENDATIONS

- (1) That the Committee note the timetable for the Comprehensive Performance Assessment (CPA) re-categorisation inspection
- (2) That the Committee provide officers with comments on the CPA Self Assessment document
- (3) That the Chief Executive be authorised to submit the CPA self assessment to the Audit Commission by the due date following comments from members of the committee and other comments received from consultees.

1.0 Introduction

- 1.1 Comprehensive Performance Assessment (CPA) is the process by which the overall performance of every council in the country is judged by the Audit Commission. In 2003/04 Lancaster City Council was judged to be a FAIR authority¹. Upper tier and unitary councils are re-assessed on an annual basis but for district councils a re-inspection only takes place where *'there is a realistic prospect of a change in category'*.
- 1.2 CPA in November 2003 judged Lancaster City Council to be an authority at the beginning of an wide ranging improvement programme. It acknowledged that major positive changes had just been put in place but concluded that it was difficult at that time to assess the potential impact they would have. Since then the council has a continuing strong track record of improvement, evidenced by good performance against targets and consistently positive 'Direction of Travel' and 'Use of Resources' assessments.

¹ Scoring scale - 'poor', 'weak', 'fair', 'good' or 'excellent'

- 1.3 The council's application for re-categorisation was accepted by the Audit Commission in Autumn 2006, placing this authority amongst a very small group of rapidly improving councils nationally who made successful submissions. Our inspection has now been scheduled over a two week period commencing 23rd October 2007.

The timetable for the CPA process has been confirmed as follows:

Submit completed self assessment	21 st September 2007
Pre field work feedback meeting	12 th October 2007
On site	W/C 22 nd October 2007
End of on site feedback meeting	30 th October 2007
Draft report received for comment	7 th December 2007
Prepublication report	18 th January 2008
Report and CPA category publication	12 th February 2008

2.0 Proposal Details

- 2.1 The timetable above shows that the first step of the process is for the council to submit its own corporate Self Assessment document to the Audit Commission. This 20 page document makes the case to support our application for re-categorisation and details the key improvements the council has made since November 2003.
- 2.2 During the on-site week, the inspection team will 'test' the claims we make in our Self Assessment through interviews with staff, members and our partners. It will also provide the inspectors with a blue-print for their inspection activity and set the tone for the inspection. It is in effect the key document guiding the inspection process.
- 2.3 The latest version of the self assessment is attached and members are asked to offer any comments they would wish to make upon the assessment document prior to its submission to the Audit Commission. This same version has also been sent to Service Heads and the council's external auditors, KPMG, for them to offer their comments before finalising the document. Any comments received by the date of the meeting will be presented to the Committee however members are asked to delegate the signing off of the final version to the Chief Executive prior to despatch to the Audit Commission by 21st September.

A draft copy of the self assessment has also been sent to the printers to allow early preparatory work to be completed ahead of the committee's considerations.

3.0 Details of Consultation

- 3.1 All council services have been involved in the preparation of the Self Assessment document. All our key partners will have been consulted by the audit commission direct prior to the on site inspection in October.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

There are no implications directly arising from this report

FINANCIAL IMPLICATIONS

There are no financial implications other than the resources allocated to prepare the self assessment and co-ordinate on site activity.

SECTION 151 OFFICER'S COMMENTS

The Section 151 officer has been consulted and has no comment to add

LEGAL IMPLICATIONS

There are not legal implications directly arising from this report

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has nothing further to add

BACKGROUND PAPERS

Audit Commission – District Council CPA guidance

Contact Officer: Richard Tulej –Head of Corporate Strategy

Telephone: 01524 582079

E-mail: rtulej@lancaster.gov.uk

Ref:

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CPA SELF ASSESSMENT - V 0.2 27 Sept 2007

Introduction

Lancaster City Council is ambitious for the communities it serves. A unique combination of location, enviable quality of life and the diversity of our district make us a centre for employment, business development, education, health, shopping, leisure, tourism and culture.

We are a distinct place with a distinct sense of identity. Our communities may be diverse, but they exhibit a common trait; they expect a lot from public services and are not afraid to say what they think. So we were delighted that a recent survey told us 69% of local residents think the council is working hard to make our district a better place to live, work and visit.

Our Neighbourhood Management success tells us that people here identify strongly with the place they live, care about it passionately and want still more opportunities to shape the future of their communities. This provides us with a clear blueprint for the future direction of the council and lies at the heart of our ambitions.

Our CPA in November 2003 showed Lancaster City Council to be an authority at the beginning of an ambitious improvement programme. Whilst it was acknowledged that major positive changes had been put in place, it was difficult at that time to fully assess the impact they had made.

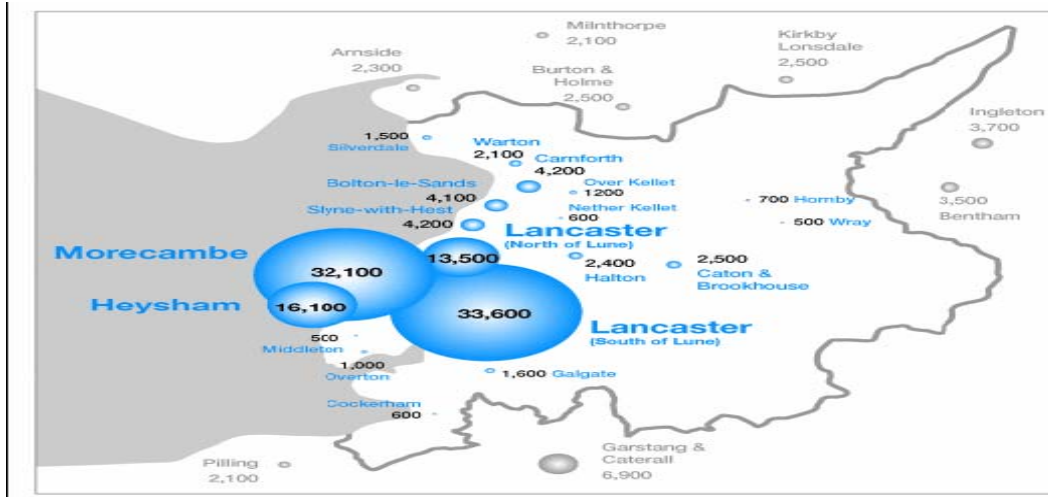
Since then, three positive Annual Audit letters have all evidenced that the Council has gone from strength to strength as an ambitious, confident organisation, with a skilled and motivated workforce, working in partnership to deliver very clear and focused priorities.

We are responding well to the very particular needs of our communities but we know that there is always more to do. As an open and learning authority, we welcome the external challenge this CPA inspection brings and will use the outcome constructively to further support our ambitious improvement programme.

LEADER OF THE COUNCIL

CHIEF EXECUTIVE

About our district



Our place within the region

Lancaster district sits at the northern edge of Lancashire linking Lancashire with South Cumbria. It brings together economic dynamism and environmental quality in a diverse and compelling mix of city, coast and countryside, making it the natural centre of the Morecambe Bay area.

This strategic location is reflected in the emerging North West Regional Spatial Strategy. Lancaster is placed in the North Lancashire and Cumbria Sub-Region recognising its unique position with linked transport networks, shopping and travel to work patterns, higher education links and shared responsibility for environmental assets such as Morecambe Bay and the Arnside/Silverdale Area of Outstanding Natural Beauty.

Our District and its people

Lancaster district comprises the City of Lancaster, which has played a significant role in the history of this country for more than a thousand years, the seaside town of Morecambe & Heysham, currently undergoing a renaissance, and the market town of Carnforth. These major centres of population are surrounded by an extensive rural area.

Our population of 146,000 contains a high proportion of students (15,000). There are significantly fewer people of non-white ethnic origin than national averages. Over the past three years we have seen significant numbers of economic migrant workers (Chinese and Polish) move into the district and recent estimates suggest they now make up 1% of our population.

The district is relatively self contained with 16% of working age residents commuting out and 13% of employees commuting in. Of around 54,000 jobs 85% are in service industries and only 7% in manufacturing. Average house prices in the district have risen by 120% over the past five years compared to a North West regional average of 96%.

We're a place of contrasts - in every way imaginable; we have areas of great affluence and beauty and others of extreme poverty and deprivation. Our district is ranked as the 17th most deprived in England but within that some 19% of our population are living within some of England's most disadvantaged areas.

Our Economy

Over the centuries, the district has been at the heart of national and international trade and today is home to service-based industry, major exporters and an emerging ICT market. This district delivers some truly outstanding economic performance, far in excess of regional and national averages; this district has the fastest growing economy in Lancashire and Cumbria, contributing £1.7 billion to the Lancashire economy alone.

Lancaster is the smallest city to have 2 universities. Lancaster University is one of the country's top-ten educational research establishments and a world class centre of excellence in many spheres including

IT, business and environmental sciences. Together with the University of Cumbria, it gives us a knowledge-based economy, with one of the most highly skilled workforces in the country.

About the council

Lancaster City Council's is ambitious for its communities. We are here to :

- Lead our communities to help the district address the major issues it faces;
- Ensure that the services that we are responsible for contribute to meeting people's needs.

We aim to ensure all our activities fit with this role and to that end, each of our policies, spending decisions and work programmes, as well as every course of action we take contributes to at least one of the following:

- Representing our communities' interests within the district, regionally, nationally and in Europe.
- Bringing communities and agencies together to work in partnership to address the major issues affecting the district.
- Providing a range of customer focused services, within the City Council's remit, that meet the needs of people who live, work and visit the district.
- Improving, on a continuing basis, the services that the Council provides.
- Putting our citizens, residents and users of our services at the heart of everything we do.

We currently employ around 920 staff and in the coming year, our net revenue budget is £22.5m and capital spending is estimated at £42m over the next 5 years. Lancaster City Council is comprised of 60 Councillors elected for a four-year term. Following the elections in May 2007 there continues to be no overall control and the current political complexion is:

Political Group	2007	2006	Political Group	2007	2006
Independent Group	16	12	Green	12	7
Labour	14	20	Liberal Democrats	5	8
Conservative	12	11	Other independent	1	2

Open and responsive democracy

Following a 2004 Audit Commission report into Democratic Renewal, the council has continually reviewed the effectiveness of its governance structures and introduced major changes since our last CPA inspection. At present, the governance arrangements are as follows:-

- **The Council**

Full Council meets monthly and considers strategic issues which are not within the agreed budget and policy framework. Routine and administrative matters are delegated to a Council Business Committee that also meets monthly. The Council has also appointed a Local Governance Committee with responsibility for considering the future governance arrangements for the district including unitary and enhanced two-tier working.

- **The Executive**

The Executive function is carried out by a Cabinet based on proportional representation. Cabinet members have cross cutting portfolios with individual decision making powers on non-key decisions within their portfolio area which have not been delegated to officers. The Council also has a series of Regulatory and Standing Committees which deal with issues outside of the Executive arrangements.

Using an all year round Star Chamber process, a Panel of Cabinet members consider on-going efficiency savings and prepare their budget proposals together with Chief Officers. The Cabinet has also adopted a system of Cabinet Liaison Groups to advise them on specific policy areas and liaise with particular representative groups such as the Chambers of Trade and University.

- Overview & Scrutiny

Our Overview and Scrutiny function, radically streamlined in 2004, is dynamic, inclusive, challenging and member led. There are two standing committees; the Overview and Scrutiny Committee which has responsibility for managing the Overview and Scrutiny process, dealing with pre-decision scrutiny and Call-in; and the Budget and Performance Panel which deals specifically with financial and performance issues.

A series of task and finish groups are in operation at any one time and provide the mechanism for in-depth review and ongoing challenge of policy direction.

INLCUDE LINK TO DIAGRAM OF POLITICAL STRUCTURES

Stronger together – working with our partners

In the 2006/07 BVPI survey, our residents told us that the things which most need improving in this district were:

- Transport
- Activities for teenagers
- Roads and pavements

These services are in the main, the responsibility of other service providers and this alone suggests that the services provided by the Lancaster City Council are meeting the needs of our communities.. However, we recognise that as a district council, we cannot work alone and that others are sometimes better placed to deliver key improvements. We work hard to influence local improvements through active leadership and participation in the Lancaster District Local Strategic Partnership, its seven thematic 'Building Blocks', and with partners in the community and voluntary sector, parish and town councils.

In common with all Lancashire district councils, geographical governance arrangements add a level of complexity to partnership working. There are 12 district councils, a county council, and 2 unitary authority authorities covering 1.2 million people. There is a lack of boundary co-terminosity among major partners such as the Police and Primary Care Trusts. In order to try and address these issues, the City Council is a member of a joint county/district working group that is co-ordinating the "Transforming Local Government" initiative in Lancashire to bring about more effective two tier working. We have declared our interest to the County Council in developing a joint 'Locality Plan' for our district and are particularly interested in developing proposals with regard to the efficiencies agenda, adult social care, the public realm and further development of the cultural offering within the district.

AMBITION - FOR OUR COMMUNITIES

KEY STRENGTHS – 2007	
▪ Long term realistic ambitions	▪ Strong engagement with partners and stakeholders
▪ Strong community leadership role together with partners	▪ Clear about role in sub-region
▪ Effectively led politically & managerially	▪ Strong awareness of balance between local and national agenda
▪ Active participant in regional and sub-regional initiatives and punches above its weight	▪ Neighbourhood Management achievement & ambition

1.1 Are there clear and challenging ambitions for the area and its communities?

As confidence builds, there is more appetite for change and the Council is becoming more ambitious in its aims for itself as an organisation, and for the future of its communities.

(Audit Commission).

Lancaster is ambitious for our communities and these ambitions are clearly expressed in our rolling three-year Corporate Plan ([hyperlink here](#)) which is refreshed annually in consultation with key partners and the community. It is aligned to the shared long-term vision for the district laid out in 2020 Vision - Lancaster District Community Strategy ([link here](#)), which is in turn linked to Ambition Lancashire, (the Lancashire Partnership's Community Strategy) and the Lancashire Local Area Agreement (LAA) signed last year.¹

Our Corporate Plan demonstrates a strong ambition to deliver national and local priorities, with a particular emphasis on maximising the opportunities presented by the recent Government White Paper. Over the last 4 years, the number of priorities included in the Corporate Plan have been reduced to six, and are now more focused and outcome driven to deliver improvements. The Corporate Plan is the focal point for directing resources and is supported by a 3 year Medium Term Financial Strategy.

Within two of the most deprived areas of the District (Poulton and the West End) the council has a well-developed over-arching strategic vision for the local community. Through involving, staff, partners and the community in deciding the priorities, we are clear that these ambitions are a true reflection of the needs and the area. ([link to West End Delivery Plan](#)). The council is determined to see the ground-breaking approach to neighbourhood management pioneered in Morecambe and detailed in our unitary proposal ([link here](#)) rolled out across the district.

We are currently developing a rural based neighbourhood management pilot with one of our parishes with the key aim of joining up services with a locality focus, initially involving the Police, City Council (Direct) Services, Cultural Services and County Council Highways and Transport Services.

We are pioneering the introduction of Local Development Frameworks. We submitted our Core Strategy to the Secretary of State on 4th May 2007, the first local authority in the northwest to have submitted a Development Plan Document under the new system. We have worked closely with the Local Strategic Partnership, consulted more than 400 bodies and organisations and have drawn on the Community Strategy and existing Parish Plans to develop a truly inclusive blueprint for the future development of the district, robustly aligned to local priorities and key strategies.

1.2 Are ambitions based on a shared understanding among the council and partner organisations to local needs?

Our Corporate Planning process has been comprehensively revised, aligning the ambitions of the Council with the ambitions of the community. Increasingly we have achieved clarity amongst our partners about how best to work with them to deliver the long- term vision articulated in the Lancaster District Community Strategy – 2020 Vision. Links with Town and Parish Councils have been reinforced with a Cabinet member with special responsibility taking the lead on rural issues.

The Corporate Planning cycle now better captures the views of citizens, members, partners and staff, and allows our limited resources to be targeted to where most community benefit can be achieved. For the last three years, Cabinet has consulted with all these groups on our priorities for the coming year.

¹ Both Community Strategies are currently under revision. Although we cannot yet know what those documents will contain, Lancaster City Council is clear that all future priorities will be set with regard to the needs of our communities and will be aligned with the district's Sustainable Community Strategy.

In a recent survey, 68% of all Council staff agreed strongly with the comment "*the vision, values and overall priorities of the Council are clear to me*".

Lancaster City Council Annual Communications Survey 2005)

Strong engagement with the LSP and its Building Blocks means that the Council's ambitions expressed in the Corporate Plan are widely shared across our partners and communities. The development of LSP building blocks to lead on key Community Strategy objectives ensures that partners are focused on how they each contribute to shared priority outcomes.

There are key linkages in particular with the county council's Strategic Partnership and the emergence of Local Area Agreements. Governance and performance monitoring arrangements for delivering these county wide targets are in place but are currently being reviewed as part of the routine refresh of both the County and Local Strategic Partnerships.

In partnership with the North West Development Agency and the Local Strategic Partnership, the Council has established a Vision Board of key local businesses and stakeholders. The Vision Board has developed an economic vision for the Lancaster district which is being used to guide NWDA regeneration funding to meet agreed priorities.

An initial allocation of funds of £3.4m has been approved by NWDA and negotiations are currently ongoing to draw in further funding from 2008 onwards. The Council provides programme management and project delivery support for the Vision.

Agencies working within the district share data on an ongoing basis. The council has developed data sharing protocols with our partners, particularly the police through the Community Safety Partnership and MADE (Multi Agency Data Exchange)

A State of the District Report ([link here](#)) has been produced to inform development of the district's Sustainable Community Strategy.

1.3 Does the council with its partners provide leadership across the community and ensure effective partnership working?

This council is a major influence in the region and sub-region with some £54m of externally funded programmes currently running in the district. This has only been achieved through strong leadership, local focus and proven ability to bring major partners to the table.

Support to the LSP and its building blocks is significant at both a political and managerial level. The Council has nominated representatives from both the Cabinet and Overview and Scrutiny to sit on all LSP building blocks. Until May 2007, the Council provided the Chair for the LSP Executive but this is currently being reviewed as part of the Community Strategy refresh exercise.

By choosing to reduce discretionary Council Tax discounts on second homes, this council was one of the first within the County in establishing a fund that could be used by the LSP to finance local initiatives designed to meet the priorities in the Community Strategy. Through the use of "second homes " income, we fund and host the LSP Manager and are currently leading the partnership through the production of its Sustainable Community Strategy. We also provide financial and managerial support to facilitate effective partnership working at the thematic Building Block level, promoting multi-agency working across the district footprint, ensuring that shared ambition, values and a spirit of collaboration drive service delivery and future development.

'It is to the Council's credit that it commits substantial resources to the Partnership. We were impressed by the engagement of City Council departments in the LSP structures.'
IDeA – LSP Peer Review - June 2007

An example of effective joint working and delivering shared priorities is the ‘Welcome to the District’ pack, a multi-agency LSP initiative, targeted to help our most numerous BME populations (polish and chinese) access key services and settle better in the community. www.lancaster.gov.uk/welcome

Other examples of close joint working include work with the County on benefits take up for the elderly and the “Parkwise” countywide initiative and more recently the development of a “Partnership Plus” agreement between the district, county, NCP and the police, whereby parking attendants act as “eyes and ears” for the police and in return offences against attendants are rigorously prosecuted.

The ‘50 Forward’ project aims to recognise, support and unlock the potential of older people and promote independence and choice. Led by Lancaster City Council, in partnership with the County Council, the Government, Signposts, Age Concern Lancashire and the Older People's Partnership, it is one of only eight such pilots in the country.

Its tailored, person centred approach aims to meet the needs of older people from the beginning of their 50th year, helping them to remain actively engaged in voluntary work or paid employment for as long as they want. It also provides information and advice on a wide range of services such as benefits or further education. An innovative Employment and Volunteering Bureau has found work and volunteering opportunities for many people, in particular groups traditionally excluded from work such as ex-prisoners and ex-drug users.

CASE STUDIES ABOUT POSITIVE IMPACT OF PROJECT TO FOLLOW

Our collaborative approach cuts across council boundaries and has a positive impact upon the sub-region. A key area of co-operation with both Lancashire and Cumbria County Councils is the management of the Arnsdale/Silverdale Area of Outstanding Natural Beauty. This is led by Lancaster City Council in partnership with South Lakeland District and Lancashire and Cumbria County Councils, Natural England, the National Trust, the RSPB, Country Land and Business Association and NFU as well as Parish Councils and Community Groups.

2. Prioritisation

KEY STRENGTHS 2007	
▪ Clear priorities, shared with our communities and partners	▪ Alignment with regional and national priorities
▪ Strong focus on local needs	▪ Priorities regularly tested with partners
▪ Ongoing challenge ensures resources follows priorities	▪ Robust framework to deliver priorities
▪ Strong (and improving) alignment of key strategies	▪ Clarity about non-priorities

2.1 Are there clear and robust priorities with the ambitions for the area?

The Council’s Vision, core values, and priorities are set out in our Corporate Plan which underpins the council’s contribution to delivering the Community Strategy..

Since 2003, a significant reduction in the number of the Council’s priorities has enabled us to maintain a clear focus on the things that matter most to our communities. The Council now has 6 medium term objectives which it plans to deliver over a three year period and these are set out below.

1. To deliver value for money, customer focused services
2. To make our district a cleaner and healthier place
3. To reduce crime and the fear of crime
4. To lead the regeneration of the district
5. To support sustainable communities
6. To continue to improve the Council

Corporate Plan priorities are tested annually with stakeholders through a public consultation exercise to ensure that it captures the ambitions of local people.

2.2 Is there a robust strategy to deliver priorities?

Our Performance Management Framework ([link out here](#)) ensures that the council delivers its priorities and maintains a sustained focus on the things that matter most. A simple 'golden thread' cascades through the council's hierarchy, translating our ambitions from strategic priority to operational delivery ensuring positive outcomes for our communities. Cabinet members have responsibility for performance within their portfolios and to ensure that the priorities set out within the Corporate Plan are delivered. The council has a similar approach to our joint working arrangements through the LAA and with other key partnerships. Consequently, all priority outcomes have been allocated to specific cabinet members and officers to provide a clear and open accountability for their delivery.

We work with our partners to ensure that all the needs and concerns of our communities are considered and that their strategies and plans are delivered, for example we have taken a leading role at district level with regard to Children's Trust arrangements in Lancashire and the development of children centres in Morecambe and Lancaster. We have developed strong joint working relationships with the primary care trust to address areas of concern such as alcohol harm, smoking and childhood obesity.

We provide a great deal of resources to support our key partnerships and wherever possible seek to share resources across partner organisations – a good example being the MAPS (Multi-Agency Problem Solving Team) The team comprises both officers from the police, city council and other agencies working together within shared office space to address community safety priorities at both a strategic and tactical level. This approach has already resulted in significant achievements which are referred to later.

Quarterly Performance Review Teams ensure that Cabinet Members and senior officers maintain a clear focus on delivering the council's key priorities (as expressed in the Corporate Plan). Their main role is to monitor delivery and challenge where appropriate to maintain a clear focus on delivering the priorities. Service Business Plans ensure that priorities are managed at an operational level. These are in turn allocated and tasks cascaded down to teams and individuals through our Employee Development Personal Appraisal (EDPA) process. This ensures that staff at all levels of the organisation are clear how they personally contribute to achieving corporate priorities.

Financial performance monitoring is also undertaken in the Performance Review Teams

Our West End Master Plan and Poulton Neighbourhood Management programmes all have delivery frameworks and delivery plans which are overseen by locally appointed Management Boards. The programmes have regard to LSP Building Block & CDRP targets, National Floor targets, National PSA targets, BVPI's and the Lancashire Local Area Agreement which are set and agreed with partners to ensure that they are challenging but realistic. In this way it ensures that the needs of all groups within the community, especially those at risk of disadvantage are addressed either within the boards or their sub-groups. For example, due to the increasing number of Polish workers in the area we have a representative of the Polish community on the West End Partnership.

2.3 Is robust action taken to deliver the strategy?

The council targets its resources on areas of priority ,as set out in the Corporate Plan, through its annual corporate planning framework.

Our Performance Management Framework has a consistent focus on successfully delivering council priorities. Performance Review Teams receive information on a quarterly basis that highlight areas where performance in delivering priorities needs to improve. In these cases, the Teams produce action plans to take corrective action where appropriate, and, where additional resources are required, will seek

approval from the appropriate member(s). This may include making difficult choices about what we will stop doing to ensure that our priorities are delivered –

[Case Study Here - Closure of cash offices](#)

To deliver the Neighbourhood Management programme, the council has created its own officer Neighbourhood Task Team to assist the Neighbourhood Management Boards. In addition, various task groups have been created, eg Environment sub-group of the West End Partnership, to ensure that the targets for waste mgt, litter, and dog fouling are met. The Head of CC(D)S sits on this sub group.

Where high priority services perform below what we consider to be an acceptable level the council has a proven track record for delivering improvement. Our benefits service has been a consistent focus for a number of years and has been transformed into one of the top performers nationally with the majority of statutory indicators in the top quartile. The service scored an excellent score of 4 in the DWP Performance Standards and customer satisfaction with the service has improved radically.

[Link to benefits case study and planning delivery grant](#)

3.Capacity

KEY STRENGTHS 2007	
<ul style="list-style-type: none"> ▪ Learning from internal/external challenge 	<ul style="list-style-type: none"> ▪ Sharing knowledge – cross departmental learning
<ul style="list-style-type: none"> ▪ Routinely evaluate the outcome of projects and training, and share outcome 	<ul style="list-style-type: none"> ▪ Focuses resources on priorities and learns from mistakes
<ul style="list-style-type: none"> ▪ Extensive, targeted training to support corporate priorities 	<ul style="list-style-type: none"> ▪ Clear accountability and decision making (Scrutiny exemplar)
<ul style="list-style-type: none"> ▪ Builds capacity through partnership and joint working arrangements 	<ul style="list-style-type: none"> ▪ Tackling underperformance

3.1 Is there clear accountability and decision making to support service delivery and continuous improvement?

Following an Audit Commission Democratic Renewal review in 2004, the Council has systematically improved its governance arrangements so that the mechanics of managing the authority do not inhibit our ability to focus on our priorities. Full Council, Executive, and Non Executive structures have all been streamlined to remove duplication and improve accountability. Routine, process-driven decisions are now delegated wherever possible.

Firm political and managerial leadership is setting a clear strategic direction. Decision-making processes are more streamlined and transparent A more consensual approach has led to better prioritisation of efforts and resources.

Audit Commission

Full council agree annually the Budget and Policy framework within which Cabinet will deliver the corporate priorities. Executive Cabinet portfolios responsibilities are linked to the corporate priorities. The officer Management Team is also aligned to these priorities providing a team approach of senior members and officers working together to deliver agreed priorities. Key decisions to be taken throughout the year are set out in an annual Forward Plan and allocated to Cabinet members. In this way it is clear when the item will be consider and who has responsibility for it. Key decisions can only be taken by cabinet, however individual Cabinet members do have delegated authority to take non key decisions within their portfolios. Cabinet meet in public and each meeting includes a public question time allowing

members of the public to ask cabinet members questions. Reports for all cabinet meetings clearly identify which member is responsible for the report and the minutes from all cabinet meeting clearly set out how members voted and the reasons to support the decision.

Regulatory and Standing Committees have been established for functions outside the remit of the Executive.

Scrutiny is well developed and considered best practice nationally at Lancaster City Council.

[Link to Scrutiny Exemplar](#)

The Constitution has been revised to create a new and easy to understand officer scheme of delegation that is arranged by post-holder to provide greater clarity and transparency of decision making. The constitution has a clear rationale for decision-making at the member level and includes an Member/Officer protocol that clearly sets out their responsibilities. As a result, members and officers work well together within clearly defined roles - in turn delivering accountability and sound decision making. Handbooks for Cabinet and Overview and Scrutiny set out the decision making process in a clear and simple way, Training is provided as part of the induction process and on an ongoing basis for all members and officers. Guides have also been produced for officers on the report writing and decision making processes. Risk is an integral element of report writing and impact assessments are included in decision making reports.

Improvements in E govt technologies have brought efficiencies in decision-making. A computerised Committee Administration system, together with the introduction of notepad computers for Members, has rationalised the delivery and availability of information in the Council to allow access 24/7. This, coupled with the development of our much-improved website and intranet facilities, has transformed the availability of council information and presentation of key data like council priorities.

The Council was one of the first to invest heavily in new software and hardware to support the new Electoral Administration Act in terms of postal vote date of birth and signature verification which resulted in the Council being to maintain a 100% check at the recent elections and a low rate of rejection of postal votes.

Our approach to risk management has been transformed since 2003. Risk is well integrated and embedded into corporate arrangements and decision-making. The council's risk register now holds high quality, robust risk assessments. It is regularly updated to risk assess everything in the Council's Corporate Plan. Risk is identified at all stages of our corporate planning processes (corporate plan, business plan, task and PI level).

With the council increasingly looking to deliver priorities through partnership working, we regularly review the effectiveness of our key partnership and their capacity to deliver shared ambitions for the district. Council's Overview and Scrutiny Committee has a clear remit to scrutinise those partnership arrangements including the provision to call to account members and officers who represent the council on its major partnerships. Our LSP has recently undertaken a comprehensive IDeA/Solace Enterprises Peer review and has developed an action plan to address the findings of that review which will ensure that further improvements are integrated into our partnership arrangements

The Council has in place an effective ethical framework. Codes of conduct for both members and officers have been regularly reviewed and updated and these are set out in the Constitution and included in our induction processes. The Council's Standards Committee meets regularly and has an independent Chairman. Registers for gifts and hospitality are also in place.

3.2 Does the council, with its partners, develop its capacity effectively to achieve change and deliver its ambitions and priorities?

The Council continues to develop its managerial and political leadership.

Member and officer development frameworks are in place to ensure that both are provided with capacity building opportunities to effectively meet their responsibilities and the challenge of change. The Senior Management structure has recently been streamlined to align better with our priorities.

Member training is a current priority with a significant intake of new members following the May 2007 election. Member induction has been well planned, comprehensive and supported by targeted training. In addition, all members have an individual assessment of their needs to enable them to undertake their roles within the council. This is worked up into the Member Development Programme.

Further management and leadership development at the highest level has been progressed through the Lancashire Leadership Programme, whilst a 150 of our senior managers have benefited through either the Lancaster University Management Development initiative or our 'Success Through People' programme.

Regular meetings between Directors and Cabinet members by way of Cabinet briefings, the revised Performance Management framework, and the introduction of Cabinet Liaison Groups, now ensure that all necessary information is readily available to decision makers.

Lancaster City Council is a reflective, self-aware organisation, with a strong history of learning from external challenge. Since 2003 the organisation has learned to share best practice internally and in the past years have formalised a mechanism for external challenge and shared learning – the Innovation Forum (IF).

The IF was established in July 2006. Developed in partnership with Lancaster University's Centre for Training and Development (CETAD), It is a multidisciplinary cross cutting informal group of officers brought together by a common interest in organisational development and reflective learning. The Innovation Forum makes a key contribution to the Council's capacity to initiate and deliver change and is formally recognised within the authority's performance management framework.

Building capacity in the organisation is not limited purely to senior officers and members. Our workforce plays an essential role in the delivery of high quality services to our community and in order to ensure that we have the workforce we need for the future, we have in place a people strategy and workforce development plan that underpins and helps us to deliver our priorities.

The Workforce Plan is a component in Lancaster City Council's approach to managing people and is a key element in its People Strategy. The Workforce Plan does not exist in isolation but links to and supports the delivery of the other elements of the People Strategy. These include the City Council's Corporate Plan, individual Service Plans and the HR Strategy and Business Plan. It also links into budgetary and financial planning and training plans.

During 2007-08 significant areas of the People Strategy are being addressed through the Workforce Development Plan include Fair Pay, Investors In People, Equality and Diversity, Building Capacity and Access to Services.

Training is timed and targeted to deliver the greatest benefit. All staff have a Learning and Development Plan which develops their capacity to deliver corporate objectives. Learning from training is routinely brought back into the organisation and shared through pre and post learning discussions within services.

Council-wide management of sickness absence is now embedded across the Council and the number of days lost to sickness continues to fall.

Our Employee Development and Performance Appraisal Scheme (EDPA) is supported by individual Development Action Plans, linked to service business plans, which ensure that training is targeted where it will benefit the Council most. We have carried out regular staff surveys (communications, stress, staff attitude) and have integrated them into a single staff survey to ensure that all staff have the opportunity to contribute to the future development of the organisation.

The Council does not have unlimited resources and consequently we have integrated into our corporate planning framework a medium term financial strategy (MTFS). This strategy clearly sets out the financial constraints that the council must work within to deliver its corporate objectives.

The MTFS sets out what the council expects to spend over the next 3 years in delivering its priorities and what resources it can expect to generate. The resultant gap in funding is then sourced through our Star Chamber process that drives our efficiency and savings programme. In this way, the council ensures that its priorities are fully resourced and services have a realistic chance of delivering their targets.

The process of matching resources to spending plans is effectively managed through the Cabinet's Star Chamber process. This all year round review, undertaken by a small Panel of Cabinet members, supported by senior officers, provides a challenge to existing service delivery methods and provides opportunities for redirecting resources to meet priorities. Using the council's Efficiency and Gershon strategies as a starting point, the group identifies opportunities for efficiencies and savings that can be recommended through Cabinet to full Council as part of the annual budget and policy framework process. The group considers service base budget spending and evidence that they provide value for money.

Recent redirecting of resources through Star Chamber has seen the council increase capacity in key service areas. In particular, significant investment has been made in key cross cutting posts in project management, procurement, sustainability and climate change, civil contingencies, consultation, children and young people, Police Community Support Officers, and domestic violence co-ordination.

Significant progress has been made in developing the Council's approach to Procurement. Investment in procurement professionals has seen immediate improvements in delivering our Procurement strategy and the generation of productivity efficiencies and cashable savings. In particular the use of corporate framework agreements and revised ways of working have more than met the cost of the investment in procurement.

Service specific investment has been made in both Revenues and Benefits, and Planning Services to bring about service delivery improvements. This investment has greatly increased service capacity and performance has significantly improved. [LINK TO CASE STUDIES](#)

Significant investment has also been included to meet the council's new approach to delivering front line improvements to Customer Services. The Access to Services project has already delivered key improvements and continues to implement its improvement programme to integrate all front line services into its customer service centres.

The Council has greatly improved its approach to achieving value for money using benchmarking and vfm profiles to challenge existing practices and has developed a 3 year service improvement plan to raise service deliver standards in line with top performers.

Services now routinely look outwards and seek to learn from top performing authorities through benchmarking. This is increasingly systematic and integrated into our Business Plans and Corporate Performance Plan. Re-structuring of our City Contract (Direct) Service was guided by our links with our family benchmarking group and a fact finding visit to Exeter City Council (an Excellent authority). The key benefits achieved from this exercise are set out below.

CCDS REORGANISATION

City Council (Direct) Services is the biggest service within the Council and has a key role in the delivery of the Corporate Objective of making our district a cleaner and healthier place. In order to deliver this objective it was recognised that there was a need to deliver services in a way that better met the needs of customers. As a result a reorganisation of the service has recently taken place. This reorganisation has been successful because its aims and objectives were clearly defined and agreed all stakeholders from the outset. Its success can be demonstrated by-

- Significant improvements in cleanliness (measured by BV199).
- Significant improvements in waste management .
- Improved management focus resulting in efficiencies that have led to improvements in service delivery.
- Clear lines of accountability for service delivery and financial performance.
- Improved levels of customer service and clear standards for service have been developed.
- Annual service savings of £100,000
- The service being recognised as an Investors in People Employer.

The Council continues to make improvements in its financial management arrangements. Our most recent Use Of Resources judgement scored a 3 out of 4. Our Efficiency Strategy supports our aim to increase that score and we recently undertook an IDeA Peer Challenge on our Asset Management Strategy. Our focus on economy and effectiveness has also seen the move to shared working arrangements with other authorities (eg County Council for Museums, Licensing in South Lakeland, and discussions entered into with Preston, Barrow, Carlisle & Chester) and our partners, and we have worked with the NW Centre of Excellence to improve our approach to asset management and procurement through an IDeA procurement challenge.

The Council's Efficiency Strategy identifies how the council integrates its other strategies to drive efficiencies and service improvements, in particular through its E govt agenda, corporate property and asset mgt plan, workforce planning, and its procurement strategy.

The Council has developed and resourced a 5 year IT systems replacement programme. This ensures that all the council's major IT systems are reviewed every 5 years and replaced when appropriate. A corporate CRM system has been implemented to support our Customer First Strategy and this year will see the replacement of the Financial Accounting systems and an improved corporate electronic document management system. Next year will see a new integrated HR and payroll system in place.

The council has also been proactive in utilising its asset base as a tool to attract investment. The City Centre extension in Lancaster and the Central promenade site in Morecambe have both been progressed through formal development agreements triggering multi million pound private sector investment within the district. A further example of this approach is well established in the West End of Morecambe where the Neighbourhood Task Force team and MAPS officers share premises and work with the police and Community Support Officers putting together a joint targeted approach to local problems.

The Council has an excellent record in attracting external capital finance to assist deliver of its 5 year capital programme. The existing programme includes a sum of £54m external financing secured by our proactive targeting of funds to meet our corporate priorities.

Maximising the impact of partnership working is an ambition shared with our key partners. County and district work effectively together to increase partnership capacity at a local level. Both councils provide grant funding via Service level Agreements to voluntary organisations in the district to deliver shared ambitions. In addition, groups can bid for funding from the Local Strategic partnerships "2nd homes funding". Projects must demonstrate how they contribute to delivery of community strategy objectives.

Furthermore , we are always looking to improve joint working with our key partners in particular with a county colleagues to improve 2 tier working.

4 PERFORMANCE MANAGEMENT

KEY STRENGTHS	
<ul style="list-style-type: none"> ▪ Clear policy and performance framework in place driven by ambition and priorities 	<ul style="list-style-type: none"> ▪ Corporate Plan developed with community input - Business Plans developed in partnership with Members through PRT and Star Chamber
<ul style="list-style-type: none"> ▪ Strong performance monitoring which continues to improve 	<ul style="list-style-type: none"> ▪ Strategic Risk Management well managed and consistently applied across the council and integrated with PM
<ul style="list-style-type: none"> ▪ LAMP methodology (Project Mgt) 	<ul style="list-style-type: none"> ▪ Clear service standards
<ul style="list-style-type: none"> ▪ High profile of Performance Management – clear managerial and political priority 	<ul style="list-style-type: none"> ▪ Escendency Performance Management System
<ul style="list-style-type: none"> ▪ Training and development of staff and members – high levels of competency 	<ul style="list-style-type: none"> ▪ Good financial management – Effective value for money challenge

4.1 Is there a consistent, rigorous and open approach to performance management?

The significant improvements we have made in our approaches to managing performance underpin all our other achievements. Since 2003, our Performance Management Framework has been completely restructured and streamlined with member and officer roles and responsibilities clearly understood. Members and officers have received training and the framework processes are now completely embedded throughout the council and used to monitor and improve performance. The Framework ensures that all strategic and operational priorities have delivery targets set and responsibilities allocated to both members and officers. These are then monitored and reported on through exception reports in the Performance Review Team process. The progress that the Council has made in implementing an effective Performance Mgt Framework has been confirmed in external assessments.

- *The key issue facing Lancaster is whether or not it wants to be more radical in its approach to improvement - if so championing and challenging the management of performance is central to success”*
I&DeA Peer Challenge 2003
- *The Council has made progress over the last few years..... priorities are clearer,..... members are more involved ...Council is becoming more focused on outcomes rather than processes”*
- *“The Council’s comparative improvement is above the average for Fair Councils the number of PI’s in the top quartile is better than many Excellent councils.....”*
Audit Commission 2006
- *The Performance Management Framework is helping the council to identify the factors that contribute to deteriorating performance or lack of progress and is using this to target remedial action*
Audit Commission June 2007

The Leader of the Council is responsible for Budget and Corporate Performance, mirrored on the officer side by the Corporate Director (Finance and Performance). Duplication in monitoring and documentation has been eliminated with all members receiving the same performance information in a timely manner. Quarterly Performance Review Teams (PRTs), led by Cabinet members, monitor corporate plan targets, the service position highlighting key and significant performance issues that need to be reported to the Cabinet member through an exceptions based traffic light reporting system. Agreed action plans from previous PRT’s are also monitored. Actions that require additional resources are then reported into Cabinet for decision.

Significant spending variations are reported into PRTs via a financial templates as is a value for money assessment, signed off and agreed by the Cabinet Member and Director.

Services routinely use performance management information to inform service delivery and bring forward opportunities for efficiencies through the Star Chamber process.

Information from individual PRT meetings are pulled together into a corporate PRT report that is considered by the Leader of the Council and presented quarterly by him to the Budget & Performance Panel. The Budget & Performance Panel has responsibility to challenge performance and call to account officers or members where performance is failing or not delivering value for money. In this way, the PRT process offers a vehicle for providing constructive challenge to the reporting of performance information.

[LINK TO PERFORMANCE MGT FRAMEWORK DOCUMENT](#)

The changes associated with these improvements require processes to manage it well. Our systems are robust, well embedded and consistently applied. We have introduced “Escendency”, a web based performance management tool, which provides a ‘picture’ of performance in relation to priorities in real time, highlighting both under and over performance and translating strategic priorities to operational delivery. We are able to see a single, real-time, top down picture of our success in delivering our vision

for the District. The Escendency system has also streamlined our reporting processes providing instantly available, high quality performance information to a wide (and expanding) audience.

Our performance mgt system has also been integrated into our Neighbourhood Mgt Boards and work is currently underway to implement it into our other major partnerships in particular the LSP.

[LINK TO LAMP DOCUMENTATION](#)

We now have a bespoke corporate project management methodology embedded across the council. We introduced Lancaster's Approach to Managing Projects (LAMP) in April 2007 and so far more than 150 officers have received LAMP training. Adoption of a standard method has developed a pool of trained and experienced project staff who can apply the method to any type or size of project proportionate to its significance to the success of the council, its complexity and degree of risk. Through LAMP we ensure that all intended project benefits are realised and that individual projects are delivered to time, cost and quality. A corporate Projects Officer post has been established to support all services in the consistent application of LAMP, sharing best practice and lessons learned. We're so proud of LAMP that we have taken steps to have it copyrighted!

Through these systems we identify where we are not achieving as highly as we can and identify additional resources or targeted support as appropriate.

The Council has in place a corporate complaints system. Further work is underway to incorporate this into our Customer First strategy by reporting complaints through the customer service centres CRM. A pilot project is underway in CC(D)S which will be rolled out to all services by 2008. This practice will complement the computerised system already in place for dealing with Freedom of Information requests and Ombudsman complaints.

Consistent, high-quality, timely and comprehensive information is vital to delivering improved service outcomes. The council's response to the emerging data quality agenda has been speedy and comprehensive. Much work has already being undertaken to provide relevant information for Members, managers and external audit, especially where concerns have already been identified. Members and officers have been trained to ensure the highest possible standards throughout the data collection process, from first principles and setting up indicators to the eventual publication of a robust set of performance data which is accurate and fit for external scrutiny. 'Information Custodians' have been established within each Service to provide a quality assurance role with regard to service data. The council has set a target to score Level 4 for data quality by 2008 and we are confident that the most recent audit will show the council has made great strides towards achieving this ambitious target.

Since 2004, Overview and Scrutiny has made significant contributions towards improving council performance and driving up standards of service for local people largely by the use of effective task groups. AQ Scrutiny Annual Report is now produced that contains an Appendix highlighting the extent to which topics reviewed by scrutiny during the year contribute to improving performance and achieving corporate objectives. This supplements the annual reports delivered to full council in April each year by all Cabinet members on their progress in achieving their portfolio priorities. Council also receives an Annual Report in June that pulls together all this information and combines it with the best value performance plan data. In this way the Council is transparent and open in its performance achievements each year.

[Link to Annual Scrutiny report / scrutiny case study](#)

4.2 Do the council and partner organisations use their knowledge about performance management to drive continuous improvement in outcomes

The council and its major partnerships receive routine performance management information to help them deliver their priorities. The council has worked closely, and continues to do so, with the LSP to provide help and advice in the development of their own performance management framework. Plans are in progress to roll out the use of escendency to the LSP to provide online real time performance data.

The Neighbourhood Mgt Boards in Poulton and the West End use the council's performance management framework to monitor delivery and inform future service improvements.

Our Community Safety Partnership has in place a rigorous framework that takes a pro-active shared approach to managing performance.

Having seen the December figures for crime performance in Lancaster this is a note to congratulate Lancaster for a tremendous effort in turning the position round in the last four months. The really good news is that there is much going on in Lancaster that will bring further improvements in the future.

Deputy Regional Director
GONW
Communities Group
January 2007

Performance monitoring arrangements are in place with the County LSP to monitor local progress in achieving targets in the Local Area Agreement.

Data sharing protocols are in place across partners ; the MADE (multi – agency data exchange) database is specific example of this that helps determine priorities and improvement planning.

The council invests a great deal in benchmarking, in particular through strong links with our family group, the Exeter Benchmarking Group, enabling exchange of knowledge and ideas to support many of the council's improvements. We are also a corporate member of the Association of Public Service Excellence (APSE) . Specific professional and county-wide officer groups also meet regularly to discuss performance and opportunities to share best practice and efficiency options.

Other practical examples of using comparative performance data include using the Audit Commission's VFM tool, Direction of Travel and CPA re-categorisation profiles, and visiting other councils to learn from best practice. These tools are used by services in both their PRT reports and also in the Star Chamber's annual vfm challenge. Value for money is now central to our performance management framework and continues to drive our efficiency agenda. This information has been instrumental in the development of a 3 year Service Improvement Plan designed to redirect resources into key services to achieve top quartile performance. [LINK TO SIP](#)

A full Equality Impact Assessment has been carried out as part of the work of developing our customer service centres to ensure equality of access to service delivery. In addition, a Community Leaders Group meets every three months to share knowledge and discuss issues of common interest and is proving a valuable resource in ensuring that council's ambition and future delivery plans take account of diversity and equality issues and the varied needs of our particular communities.

The Council's complaints and grievance policies form part of our performance mgt framework and are reported in the quarterly PRTs and also used to inform service delivery improvements. Information from customer feedback and satisfaction surveys are also used to inform service standards and delivery.

The Chief Executive and the Director of Finance and Performance are accredited IDeA peers. This provides an opportunity for learning from other councils and bringing back examples of best practice to the Council. The Council has also taken advantage of this facility to undertake Peer Challenges/ Healthchecks on its own Corporate Asset Mgt Strategy, Procurement arrangements, and the effectiveness of its LSP.

Within our Services we hold a number of quality awards but our culture is one that does not 'chase the badge'. We only use those which enable us to measure our progress and enable us to continuously improve.

Provide a list of awards here

5.Achievement – improving the things that matter

KEY STRENGTHS 2004	
▪ +ve direction of travel year on year	▪ Promising prospects for improvements in inspection reports
▪ Rising customer satisfaction	▪ Demonstrable achievements in priority areas
	• Neighbourhood Management

5.1 What level of quality has the council with its partners achieved in relation to its services, priority areas and impact upon local quality of life?

5.2 How much progress has the council made?

Over the past three years we believe our investments in priority areas have led to significant increases in performance, satisfaction and the quality of life for people in the district. Overall our most recent Annual Audit and Inspection letter confirms that we provide good services, value for money, and are moving forward and getting better all the time. Not only are we continuing to improve, but we are doing so at a considerably faster rate than comparable district councils.

Performance against target in both national and local priority areas is improving. Current performance levels are good with 42% of indicators in the top band compared with the district council average of around 30%.

In 2006/7, 63% of our statutory Best Value Key Performance Indicators (KPIs) improved on the previous year and 75% either improved or maintained performance at previous levels. Similarly, 68% of all local KPIs improved over the same period.

Customer satisfaction is becoming increasingly important as a measure of overall performance and we were delighted to see that overall satisfaction with the Council, as measured by our survey carried out last year bucked the national trend by increasing three percentage points in 2006 and that 69% of people believe we are working hard to make this district a better place to live. Equally pleasing was the dramatic rate of improvement in levels of satisfaction with delivery of our key priority services where additional resources had been invested.

- Over 80% of our council tenants said they were satisfied the overall service provided by the council as their landlord a dramatic improvement from 72% three years ago.
- Overall satisfaction with benefits performance has also improved radically to over 81% from 67%, reflecting consistent high performance against all measures brought about by major investment in this key service.
- Nearly 81% of people are satisfied with the waste collection service.
- Over 71% of people are very or fairly satisfied with local recycling provision, a figure we expect to rise when all households in the district have access to the 3 stream waste collection rounds.
- 98% satisfaction levels were expressed by those people contacting our customer contact centre

Our residents think that the top three factors which contribute to a good quality of life in an area are:

- 1. Levels of Crime** – within our district, levels of crime within the district continue to fall / PSA 1 targets on track to be achieved
- 2. Health Services** – within our district “ *Key health indicators suggest a gradual improvement in health in the Lancaster District* “

Public Health Profile of North Lancashire Primary Care Trust –January 2007

3. **Clean streets** - Improving street cleanliness was one of the council's highest priorities in 2006/07 so we are pleased to note that satisfaction with this service has steadily improved to 61.80%.

Our focus in achieving our ambitions and delivery of our priorities for all of our communities is expressed through our Corporate Plan and the priority outcomes identified within it

Priority 1. To deliver value for money customer focussed services

- 2007/08 saw the lowest council tax rise for eight years at 3.9%,
- Our Revenues and Benefits service is one of the top performers nationally with the majority of statutory indicators in the top quartile:
 - ❖ the average time for processing new benefits claims is now 19 days (top quartile figure 25 days)
 - ❖ The average time for processing change of circumstances is now 7 days (top quartile 8.5 days)
 - ❖ Overall satisfaction with benefits performance has also improved from 67.20% to 81.2%
 - ❖ An excellent score of 4 against DWP Performance Standards for 2006/7 evidences a clear strong focus on the overall customer experience.
- A Customer First Strategy has been approved that sets out the council's future approach for dealing with our customers. This has seen 2 customer service centres opened in Lancaster and Morecambe Town Halls
- Clear service standards have been developed for dealing with all our customers whether face to face, on the telephone, by letter or email.
- We have carried out a full Equality Impact Assessment as part of the work of developing our customer service centres to ensure equality of access to those services.
- In the year to April 2007 our website recorded over 1.5 million page hits. Each month around 140,000 users visit us online, and our monthly survey reveals that half of these visitors are able to find everything they need purely from that first point of contact.
- Our investment in CRM systems development within Customer Services is leading to outstanding performance. Over the past three months for example the telephone service dealing with streetscene issues, have answered 9994 calls with an abandoned rate of just 1.9 % (over 10% previously). General switchboard calls in the same period were 21,310 with an abandon rate of 0.86% (over 10% previously).
- A queue management system has been implemented in our new face to face customer contact centres to improve the customer experience.
- Visitors to our site can carry out an increasing number of self-service transactions, such as paying bills, reporting highway, streetlighting and litter problems, or finding their nearest health services, schools and public amenities 24/7.
- General complaints and Ombudsman requests are now logged using an electronic system which is improving our monitoring and response times. Ombudsman complaints reduced from 36 days to 20.
- Promoting public access, all planning applications can now be viewed online and Planning and Building Regulations applications can be submitted online. Local Development Framework documents can be viewed online and representations made online via the Limehouse consultation management system.

- Revenues and Benefits have pioneered the use of an electronic document management system which has delivered real benefits in capacity, efficiency and transparency. This is now being rolled out into our Council Housing and Planning services as our corporate strategy for information management develops.
- In an independent survey of our website carried out by SOCITM (Society of Information Technology Management) identified Lancaster City Council as one of only handful of UK councils to be commended for best practice in having clear and comprehensive contact details – enhancing the customer contact experience.
- Customers are able to submit and pay for planning applications online, to track current applications, to view applications and submit comments. Record levels of Planning Delivery Grant have been received which in turn have been ploughed back into service improvement so that Planning Service hit 100% of its performance targets for planning applications.
- Our City Council (Direct) Service and Customer Services have worked with a social enterprise organisation 'Furniture Matters' to set up the award winning 'Bulky Matters' project – reducing the amount of bulky household waste going to landfill from 100% to 40% thus saving many tonnes of landfill per year, at the same time improving the service to customers by introducing appointments and an in-house collection service and providing employment / training opportunities to local residents
- Performance levels of the Council's main switchboard greatly increased following its transfer into Customer Services. Percentage of phone calls answered has risen from 86% to 97%.

Priority 2 To make our district a cleaner and healthier place

- Lancaster was the only district amongst six 'Cycling Demonstration Towns' identified by the Department of Transport in October 2005. £1.5m is being spent over three years on network enhancements and promotion with the aim of achieving a significant increase in cycle use.
- Improvements to the local cycle network continue, with more links to designated cycle paths, additional signage and resurfacing works.
- Key projects within the Public Convenience improvement programme have been completed. New facilities are now in place at Promenade Clock Tower and the Arndale Shopping Centre car park. In 2007/8 plans for improvements in Happy Mount Park and Heysham Village are already underway.
- Partnership arrangement is in place with Smokefree Lancaster District to manage smoking prohibition on July 1, together the recruitment of dedicated officer to deal with publicity/enforcement.
- 150 targeted patrols for dog fouling have been undertaken this year with 7 fixed penalty notices issued for offences witnessed.
- 40,000 of households in District now have wheeled bins and boxes. Cabinet approved roll out to further 10,000 households in Sept 2007 and 7,000 households in Sept 2008. In addition plastics will be collected as a recyclable item from September 2007.
- Items of bulky waste now collected by partnership between Lancaster City Council / Furniture Matters called 'Bulky Matters'. Over 50% of all tonnage collected is reused or recycled and 100% of it was removed within our standard of 7 days.
- Trade waste collection service now offers a recycling service to schools
 - Street Cleanliness
 - ❖ 130 investigations into cleanliness related complaints have taken place
 - ❖ Over 2,200 warning letters have been sent out
 - ❖ 893 people were warned and made aware of the penalties for littering

- ❖ Over 1200 portable ashtrays have been distributed
- ❖ 29 Fixed Penalty Notices have been issued by Council staff and PCSOs for littering and dog fouling
- ❖ 25 Fixed Penalty Notices have been issued by the Police for littering
- CC(D)S has worked with agencies on the clean sweep initiative in partnership with other Council services Police, Fire and Rescue Service.
- Between April and December 2006 – 2662 incidents of fly tipping were recorded which is a 26% reduction on the same period during the previous year. By the third quarter of this year 81% of all fly tipping incidents reported to the customer service centre were responded to within one working day.
- Our award winning Grounds Maintenance team have experienced further success, winning a coveted gold medal in the RHA Tatton Show and continue to support communities across the district through continued support of 'Britain in Bloom' entries.
- They continue to work in partnership with Piccadilly Garden Centre to provide training opportunities for learning disabled adults at the nursery and with Job Centre Plus to provide work opportunities for 20 long term unemployed people during the summer months.
- Our sports facilities, venues and programmes provided a service to one million customers in the year 2006/07
- Our Salt Ayre Sports Centre is a nationally accredited Inclusive Fitness Centre
- Our Body Mass Index (BMI) project, addressing childhood obesity and targeted at primary school children , measures BMI in a non intrusive way and provides each child with individual fitness charts
- We have piloted with Social Services a referral system into leisure activities for young people aged 13-16 with significant disabilities

PRIORITY 3. To reduce crime and the fear of crime

- The Community Safety Partnership is on track to meeting its PSA1 target to reduce crime by 16-19% over a 3 year period. The priorities for Lancaster District are alcohol related violent crime and criminal damage.
- A Multi Agency Problem Solving (MAPS) team comprising staff from the City Council, Police, Youth and Community, Youth Offending Team and Victim Support has been established and work together at a tactical and strategic level within shared office space.
- Key projects developed by the Community safety partnership include SAL's (Safe at Last) Place and Lancaster District Womens Aid (a domestic violence one stop shop) and substance misuse such as XS, Tower and the Arrest Referral Scheme.
- SAL's Place – details to be included
- 20 new Police Community Support officers are at work within the district. Funded by the City Council Police and the CSP and West End Partnership they provide visible reassurance to residents and are targeted to tackle environmental abuses, anti-social behaviour and low level crime.
- Cycling Demonstration Town Project has funded eight new bikes for the Lancaster and Morecambe Neighbourhood Policing Teams to increase cycling patrols in the city centres and the districts extensive network of cycle paths.

- Lancaster's largest car park has been awarded 'Park Mark' accreditation (safe and secure environment for customers)
- Our Sports and Arts diversionary project has dramatically reduced juvenile nuisance
- All crime within the district is down by 6% compared to last year
- Burglary in dwellings has come down by a dramatic 18.5%
- Criminal damage is down 10.2%; violent crime has reduced by 4.6%

4. To lead the regeneration of our district

- The Lancaster & Morecambe Economic Development Zone (EDZ) is the largest externally funded regeneration programme ever undertaken by the City Council. The City Council will be able to draw down £8 million of European funding available to the EDZ by the end of 2008.
- The emerging Luneside East urban village project will replace contaminated and derelict land with a mixed development of 300+ housing units; 80,000 sq ft of modern office space, parkland and leisure facilities.
- A £2.7M state of the art office development in the heart of the city 'CityLab' were officially opened in August 2006.
- A £560,000 capital project to improve industrial access in the Port of Heysham expected to support 100 existing jobs and create a further 190 jobs by the end of 2008.
- In October 2006 funding secured for a £3.5 million scheme to create a Centre for Creative Industries in the Storey Institute, workspace as well as public galleries, a new auditorium/conference centre, a bar/café, and a new state of the art Tourist Information Centre.
-
- The City Council is working jointly with NWDA and Lancaster University on the development of a new science park at Bailrigg adjacent to Lancaster University. The Science Park is designated as one of the North West's Regional Strategic Sites where technological spin-out from academic research will provide an internationally significant contribution to the local economy.
- We have entered into a formal development agreement with potential developers Centros Miller for a retail led regeneration of the Canal Corridor North area in central Lancaster.
-
- Significant new office and leisure facilities have been completed on the Cottom's Farm industrial site. Further developments are now also underway for completion in 2007/8.
- Work began in 2006/7 on the renovation of the long time derelict Midland Hotel under a development partnership agreement with "Urban Splash".
- Promenade facilities in the West End of Morecambe are being improved, including community designed public art and play facilities.
- The Winter Gardens is now owned by a buildings preservation trust led by local volunteers who are bidding to secure the funds they need to refurbish the building.
- The value of tourism to the district rose from £216.99m in 2004 to £217.71m. The amount of people staying in serviced accommodation increased by 22%.
- The Council has led or supported a number of rural initiatives:

- £1m NWDA funding to support the development of Carnforth as a service centre for its wider rural hinterland.
- Carnforth Connect – working in partnership with County Council to deliver rural transport
- Fire Station site re-development – proposal to create a town centre retail and workspace Community Resource Centre

5. To support sustainable communities

- Outstanding track record in delivering neighbourhood management to the most deprived parts of our district.
- There has been a significant decrease in the proportion of local residents (in Poulton) who are unemployed or claiming Job Seekers Allowance (from 7% in 2003 to 3% in 2006).
- The proportion of people expressing dissatisfaction with Poulton as a place to live has decreased from 16% in 2003 to 11% in 2006. This is greater than the change seen across all Neighbourhood Management (NM) areas across the country.
- Feelings of neighbourliness have increased, with 59% of Poulton residents feeling that neighbours looked out for each other in 2006, compared to 50% in 2003.
- Compared to 2003, in 2006 fewer residents identified problems across a range of service areas, including rubbish collection, street lighting, local bus services and social and leisure facilities. Residents also perceived positive progress to have been made in crime-related areas such as drug dealing, burglary and violent crime.
- Satisfaction with family doctor/GP and general hospital services increased over the 2003-06 period, as did satisfaction with primary school and sixth form/FE college provision.
- Residents felt that most local services are easier to access than they were in 2003.
- Council's partnership with Adactus Housing Association has produced 13 remodeled properties in the West End, 10 in Poulton, with further 47 properties recently acquired there.
- The Exemplar scheme in the West End (Chatsworth Gardens) is at the final stages of developer selection. 38 properties have been acquired and a further 7 are near completion. Elsewhere in the District, Adactus have refurbished 3 properties in Lancaster and 8 (for shared ownership) in rural areas.
- We have for many years achieved and maintained Decent Homes Standards for all our council owned dwellings.
- Council homes among the most energy efficient in the country, the most recent HECA (Home Energy Conservation Act) return reported an annual improvement in district-wide energy efficiency of 2.32% -double the estimated target for the year.
- The average time taken to undertake all repairs is now just 11 days (against a target of 15 days) and all tenants are being offered fixed appointments by trade operatives to visit at their first point of contact to report a repair.
- Progress has been made in reducing the average re-let time taken to allocate council properties has reduced from 42.8 days to 38.3 days.
- 'Drop in' homelessness advice services have increased and there has been an overall reduction in the numbers of homeless applications and acceptances, bringing reductions in spend against the B&B budget. There has also been increased access to both temporary dispersed housing (RSL managed) and accommodation within the private rented sector.

- Council supporting the YMCA to re-open emergency accommodation in Portland Street. This will provide for 6 young people.
- Increase the amount of affordable/social housing in the district -provision of social rented units through S106 agreements - 11 units having been agreed at the Bulk Road site, Lancaster
- The Council has entered into a joint management arrangement with South Lakeland District Council to share the services of a cross-district Licensing Manager based in both Lancaster and Kendal.

6. To continue to improve the Council

- Sound financial management delivered the lowest council tax rise for eight years at 3.9%, whilst at the same time offering opportunities for growth-
 - ❖ two new face-to-face customer service centres based in Lancaster and Morecambe town halls
 - ❖ adjustments to our buildings that will help us respond to the challenge of climate change and provide better DDA compliant accommodation for our staff
- More council services than ever have achieved formal recognition for the quality of the services they provide.
 - ❖ Council Housing Services has successfully achieved two major quality accreditations. The Repair and Maintenance Section has obtained ISO 9002 Quality Accreditation which means that the whole of the service is now accredited and our sheltered housing team has received accreditation from the Centre for Sheltered Housing Studies.
 - ❖ City Contract (Direct) Services has successfully achieved Investors in People Employer accreditation.
 - ❖ Highways Maintenance section achieved ISO 9001, OHSAS accreditation
 - ❖ 90% of all building cleaning staff have been accredited with a national vocational qualification
 - ❖ Revenues and Benefits service awarded a Charter Mark
- Significant improvement against key BVPI's, and our customers are experiencing high quality service. Lancaster City Council is amongst the top performers in the country against many measures and improving at a faster rate than comparable district councils.
 - Customer Service Standards, together with enhanced an feedback and complaints procedures have been embedded with more to be introduced as further services are integrated into the Customer Service Centres.
- We have in place a Child Protection and Vulnerable Adults policy in place across the Council with designated child protection officers in every Service.
- Council has created a new post of Civil Contingencies Officer and now has in place a Corporate Business Continuity Plan supported by individual plans for all its services.
- The council's financial management arrangements continue to improve. The Council's scored a 3 out of 4 for its Use of Resources annual assessment by the audit commission. It also received an unqualified opinion on its annual accounts and was adjudged to be providing value for money services.

- Regular review of insurance claims, identifying trends and putting procedures in place to reduce the impact of insurable risks, has over the past year, resulted in an annual premium reduction of over £130,000.
- Strong HR procedures mean that managers increasingly have the confidence to tackle sickness and under-performance and this has resulted in reduced levels of sickness absence.

• Conclusion

Lancaster City Council is ambitious for its communities. We are an open, accountable, listening authority

- Delivering a comprehensive range of value-for-money services;
- Working closely with our communities to identify their needs and priorities;
- Focussing its own activities and those of other agencies on meeting those needs;
- Working to realize the potential of the North Lancashire area to deliver vibrant and active communities and a dynamic modern knowledge based economy.

Recent analysis shows that we are now close to joining the top performers in the country against many measures. The report, produced by the Audit Commission, also shows that we are improving at a considerably faster rate than comparable District Councils and in some instances, match our excellent rated colleagues.

Ambitious for our communities, we know that our proven ability to engage with communities in areas of priority need lies at the heart of those ambitions. The success of our work in areas of deprivation such as Poulton and West End areas of Morecambe is borne out with impressive improvements in satisfaction levels with local services and facilities in those areas.

While we are clear that there are areas of the district which may need our particular attention, our focus on improved outcomes for all our communities has seen a steady and solid improvement against the full range of our services since 2003.

Over the past three years we have taken a hard look at the way we manage our day to day business and have made many positive changes to our internal processes. However we are continually seeking ways to work more efficiently and provide better value for money.

We believe that the progress highlighted above makes a compelling case for the re-assessment of our CPA rating and ask that our many achievements over the past three years and the impressive improvements we have made since 2003 are recognised.

COUNCIL BUSINESS COMMITTEE**Civic Review Implementation
13th September 2007****Report of Head of Democratic Services****PURPOSE OF REPORT**

This report provides an update of the work completed to date on the Civic Review which was agreed by Council in December 2006 and requests the views of members on a number of items before further action is taken.

This report is public

RECOMMENDATIONS

- (1) That the action taken to date and completion of items 1, 2, 3, 5, 6, 7, 8, 9, 10, 14, 15, 16, 17, 18, 22, 24, 27, 33 and 46 in the implementation plan be noted.
- (2) That in respect of item 4, the views of other Lancashire Authorities be noted and it be accepted that the holding of a Civic Tour should be the decision of each individual Mayor of Lancaster, and held in accordance with their wishes and within available budgets and the intention to promote the tourism potential of this event in accordance with item 30 in the plan be noted.
- (3) That no further action be taken to develop a link between the Mayor's Charity and staff charity events, but it be noted that Mayoral events will continue to be advertised on Outlook, allowing those members of staff who wish to support the Mayor's Charity the opportunity to do so.
- (4) That in relation to Annual Council and Mayor-Making:
 - (a) Schoolchildren continue to be encouraged to attend the Mayor-making ceremony and in addition an information note about Annual Council and Mayor Making be prepared and sent with all school invitations to give an awareness of the event and its purpose, with additional information that the Mayor can visit schools at their invitation by prior arrangement with the Mayor's Office.
 - (b) for 2008, 5 members of the public, each with a guest (i.e. total of 10), be invited to attend Annual Council and the celebration afterwards, chosen by ballot from those applying via the local press.

- (5) That, in relation to Mayor's Sunday:
- (a) the parade on Mayor's Sunday be reinstated with effect from May 2008
 - (b) the inclusion of multi-faith prayers at the Mayor's Sunday Service be extended to include song and verse as appropriate and in consultation with each individual Mayor
 - (c) no further action be taken with regard to inviting the Civic Heads of Lancashire to attend Mayor's Sunday.
- (6) That subject to any adverse comments from the Universities, the format of the former Overseas Students' Reception be amended for 2007/08 to include all first year students and that it be held on a date to be agreed in April 2008 (avoiding the Easter break), details to be considered in consultation with the University representatives.
- (7) That with regard to the Mayoral at Homes
- (a) no further action be taken with regard to the proposal to arrange an additional Mayoral At Home.
 - (b) commencing in 2008/09, 2 Mayoral At Homes be held in the existing Council venues towards the end of the Mayoral Year, with one of the events being held on a Saturday on an experimental basis by agreement with the Mayor.
- (8) That the Head of Democratic Services be authorised to continue investigating the possibility of a civic presence at the Community Festival currently held in Williamsons Park and a similar event in Happy Mount Park with a view to developing this as an alternative to a Community Festival and Parade on the Saturday of Mayor-making.
- (9) That, it be noted that progress reports on the above and items currently listed as pending in the Implementation Plan will be submitted to this committee in due course.

1.0 Introduction

- 1.1 Council, at its meeting on 06 December 2007, made a number of recommendations designed to review and update the civic function of the City Council. Attached to this report is a copy of the implementation plan which details all recommendations, together with action undertaken and progress to date.

2.0 Proposal Details

- 2.1 The implementation plan can be divided into three main sections; those recommendations which have been implemented (marked as completed and indicated by dark shading), those recommendations which are currently pending (indicated by light shading) and those on which some progress has been made but which are not as yet complete.
- 2.2 In many instances initial investigations or actions on this final category have thrown up obstacles or highlighted other opportunities and the report below includes a

number of issues where Members are requested to consider some alternative suggestions.

2.3 Each element of the original recommendations from Council is numbered on the implementation plan for ease of reference and shaded to indicate their status.

2.4 **Completed** – indicated by darkest shading.

The following numbers refer to those elements of the plan which are considered complete:

1, 2, 3, 5, 6, 7, 8, 9, 10, 14, 15, 16, 17, 18, 22, 24, 27, 33 and 46

Recommendation:

That the action taken to date and completion of items 1, 2, 3, 5, 6, 7, 8, 9, 10, 14, 15, 16, 17, 18, 22, 24, 27, 33 and 46 in the implementation plan be noted.

2.5 **Pending** – indicated by medium shading.

The following items, which have been classed as pending, are those items which require further investigation of the feasibility and/or impact on the Civic budget or on which it has not been possible to allocate the necessary time to progress, bearing in mind the busy calendar in 2007 to date:

12, 13, 28, 29, 35, 36, 37, 38, 40, 41, 42, 43, 44, 45, 47 and 48.

2.6 **Ongoing** – indicated by white background. Progress has been made on these recommendations but the proposed action has not yet been completed. Set out below is the action taken to date, the progress made and any issues on which further member views are requested at this stage before any additional progress is made:

2.6.1 **Numbers 4 & 30 – Visit by Civic Heads of Lancashire**

At the request of the Council, all Lancashire authorities were asked for their views on the reduction of the annual visits to the Lancashire authorities. These visits are generally held for a full day and provide an opportunity for the hosting Mayor to “show off” their district.

On the whole, the idea of reducing Civic Tours to one every other year for each authority was not supported. As is the case in Lancaster, in some authorities the tour is an important event in the annual calendar and a budget is set aside for the visit within which all costs have to be met. However, some Mayors who do not have a Tour as an annual event have opted to hold a tour and cover the cost themselves (eg. Chorley, Fylde), or some authorities may hold a tour and cancel another event as a consequence (eg. Rossendale). In each instance it is considered to be the Mayor’s decision whether or not to hold the event but on the whole the events are deemed an opportunity to showcase the area and are generally very successful and enjoyed by those taking part.

In 2007, the Tour of Lancaster took the form of a visit to the Williamson Park, the Grand Theatre, lunch at Lancaster and Morecambe College and a tour of Lancaster Town Hall. As a result, children’s parties were booked at Williamson Park, tickets were booked for performances at the Grand Theatre, and a reunion of the “Chain Gang” for 2006/2007 will take place in Lancaster in the future.

Recommendation:

- (1) **That the views of other Lancashire Authorities be noted and it be accepted that the holding of a Civic Tour should be the decision of each individual Mayor of Lancaster, and held in accordance with their wishes and within available budgets.**
- (2) **That the intention to promote the tourism potential of this event in accordance with item 30 in the plan be noted.**

2.6.2 Number 11 – Linking of the Mayor’s Charity with the Council’s Staff Charity programme.

A meeting of the Officer Charity Fundraising Committee has taken place, and it was felt that there should be no link between the charities supported by the Mayor in his/her Mayoral year. Mayoral events often involve the purchase of a ticket and are in the evenings or at weekends, whereas staff events are designed to take place during the working day and to support a range of charities which staff wish to offer some level of support to. It was also felt that Mayoral events and staff events are targeted at two very different audiences. The first is intended to attract the maximum number of participants and raise substantial amounts of money, whereas the second is an opportunity for small scale fundraising within a working environment. Staff charity fundraising is still under development, so this situation may change in time but a link is unlikely to develop at any point in the near future.

Recommendation:

That no further action be taken to develop a link between the Mayor’s Charity and staff charity events, but it be noted that Mayoral events will continue to be advertised on Outlook, allowing those members of staff who wish to support the Mayor’s Charity the opportunity to do so.

2.6.3 Numbers 19, 20, 21 & 23 – Annual Council and Mayor Making

- (a) The date of Annual Council was changed from Wednesday to Friday in 2007, which had little effect on the organisation of the event.
- (b) Invitations are already issued annually to all primary and secondary schools and voluntary organisations with which the Council has contact for other events (e.g. Remembrance Day). The take up of the invitation has increased in recent years, especially by schools.

Although it is a positive move to see an increased number of school children present in the Gallery, the addition of a talk to the children will pose some difficulties in identifying suitable accommodation in the Town Hall and in relation to the availability of staff. Annual Council utilises the Banqueting Suite, the Ashton Hall and the Council Chamber, and on many occasions Committee B is also booked for meetings unconnected with the civic event. Even if this room were to be made available there is room for only a limited number of people to be present for a talk or for the children to eat lunch (bearing in mind that the event is held over lunchtime for most schools). From a staffing point of view, those members of staff with the experience and knowledge to provide such a talk are fully occupied with the arrangements for the Council meeting and subsequent reception.

Consideration has therefore been given to alternative ways in which the rationale behind this decision could be progressed in different ways and it is suggested that schools can still be encouraged to bring a party of schoolchildren to attend but that the background information could be provided in advance for teachers to relay to the children in preparation for their attendance. This can be supplemented by an arranged visit to any school by the Mayor once they have taken office, whether the children have been able to attend or not.

Recommendation:

That schoolchildren continue to be encourage to attend the Mayor-making ceremony, and in addition an information note about the event be prepared and sent with all school invitations to give an awareness of the event and its purpose, with additional information that the Mayor can visit schools at their invitation by prior arrangement with the Mayor's Office.

- (c) The Annual Council meal is chosen each year by the Mayor from a number of menus provided to them from local caterers. Each Mayor has for a number of years had the opportunity to choose the format of the meal and the menu available, but each has so far chosen to have the more formal three course seated lunch. The cost is met from the overall budget available for Mayoral hospitality within which it is for the Mayor to determine where their priorities lie. Cost is therefore considered but does not necessarily determine the final outcome.
- (d) Members of the public were not included in the 2007 event as the timescale for organisation was extremely tight after the Elections. Members of the public were, however, included in the celebrations for John McGuinness' Freedom Ceremony in June 2007, and feedback from those who attended indicated that the opportunity to be a part of the event was appreciated and the hospitality gratefully received. It is intended to involve a small number at the 2008 Annual Council which will then determine the way forward for future years.

Recommendation:

That for 2008, 5 members of the public, each with a guest, (i.e. total of 10) be invited to attend Annual Council and the celebration afterwards, by ballot from those applying via the local press.

- (e) In accordance with the wishes of the Council, Members attending with a guest in 2007 were charged the cost price of the meal. This was done by deduction from allowances for those in attendance. The introduction of this practice had no overall effect on the number of Councillors attending the event and will be continued into future years.
- (f) Availability of alcohol at the 2007 Annual Council was limited in quantity to an average of that suggested rather than the specific amount being poured for each person due to the additional cost which would have been involved in providing that level of waiter service. Individuals were therefore left to take personal responsibility for their level of consumption. No adverse reports were received but the situation will be monitored in future years.

2.4.4 Numbers 19, 25 & 26 – Mayor's Sunday

Mayor's Sunday 2007 went through a number of changes. The first was the decision to change the date to a Sunday in June to avoid a clash with Morecambe FC's

appearance at Wembley. A number of individuals and Councillors were unable to attend as a result. However, the Church was full with the support of the Mayor's local community and there were representatives from a number of organisations in the congregation.

In order to begin to make the changes described in number 25, it was decided this year to dispense with the parade to and from the Church. The decision proposes that the Sunday parade would be replaced with a parade on Saturday which would be part of a large scale community event. It was an opportunity this year to assess the effect of having no parade and to analyse feedback received as a consequence.

On the whole, Members missed the parade and a number of complaints were received on the day and after the event, as were letters from members of the public. In each case, it was suggested that the parade be reinstated as it was felt that having a procession with a band through the Town is a special time for the Mayor and is a tradition that they would wish to see remain for future years regardless of whether the proposal to hold a Community Festival style parade on the Saturday comes to fruition.

There was also a change to the format of the Service this year with a number of children taking part in the Service and the addition of a section of multi-faith prayers. The inclusion of children was welcomed by all present and was seen as a way of encouraging young people to become aware of the Mayoralty. In addition, the addition of multi-faith prayers has also brought with it further suggestions for the inclusion of song or verse from other cultures during the Service.

The recommendation also suggested that Lancashire Mayors be invited to the Service. This was not done for 2007 as investigations were underway into whether we should consider reducing the invitations to visit the district. At a recent networking meeting of Civic Officers invitations to Civic Sundays were discussed and it would seem that an increasing number of Mayors tend to decline such invitations in favour of events in their own districts. It is unlikely therefore that any new invitations to other Mayors would be accepted. Those who do currently send invitations to other Mayors to their Civic Sunday tend to be only to their neighbouring authorities, rather than Countywide.

Recommendations:

- (1) That the parade on Mayor's Sunday be reinstated and that the suggestion of a parade on the Saturday be reconsidered as part of the considerations of the Community weekend event in relation to item 39 on the Implementation Plan (see 2.6.8 below).**
- (2) That the inclusion of multi-faith prayers at the Mayor's Sunday Service be extended to include song and verse as appropriate and in consultation with each individual Mayor**
- (3) That no further action be taken with regard to inviting the Civic Heads of Lancashire to attend Mayor's Sunday.**

2.6.5 Number 31 – Students Reception

The Reception for Overseas Students has been an annual event in the Civic Calendar for many years with the intention of providing a welcome to the City for

students from overseas who have chosen to study at Lancaster University and St Martins College (now the University of Cumbria).

The civic review highlighted the need to update this event to make it more relevant to today's students and concluded that the reception should be opened up to welcome any students from home or abroad who have come to live and study in the Lancaster district.

Before making any firm plans on how to revise this event a report was submitted to the University Liaison Group to gain the views of university representatives. At the meeting, members of the Group expressed concern that opening the reception to all first year students could cause a vast oversubscription to the event. It was suggested that the timing of the event could be moved to a different time of the year, such as towards the end of the first year, and it be aimed at those students that were soon to move away from the University campuses. At this point the Council's Services would become more relevant and information could be provided on availability.

The Group asked for the establishment of a working group to consider the way forward for this event and the most appropriate use of such a reception, having first obtained the views of their students to see how relevant these ideas would be to them.

Although this initial meeting was held some time ago, arranging a working group meeting with both universities did not prove possible before the summer holidays began and is now unlikely to happen until at least October. The timescale for making any changes to the event for this year is now very tight and a decision is required as to whether the event due to take place in October/November 2007 should be postponed with the intention of looking at a date later in the year whether the event remains in the same format or not. The other suggestion is to continue with the reception for overseas students this year on the existing format and to look to a change for the 2008/2009 Mayoral year.

Both universities have been asked for their views on these alternatives and these will be reported to the meeting if received.

Recommendation:

That subject to any adverse comments from the Universities, the format of the former Overseas Students' Reception be amended for 2007/08 to include all first year students and that it be held on a date to be agreed in April 2008 (avoiding the Easter break), details to be considered in consultation with the University representatives.

2.6.6 Number 32 – Parish Reception

It has been suggested that the reception for Parish Councils be run more closely in conjunction with the LAPTIC with information and representatives from all Council departments, County Councillors and MPs available to meet Parish Councillors.

The Head of Democratic Services is to attend the September meeting of LAPTIC to discuss increasing the invitees to those suggested and to ask for their views on the format of the Annual Reception and how they feel it could be improved to their benefit. A suggested topic which may be of interest to the Parishes this year is Rural Neighbourhood Management.

Any further views or suggestions from Members for report to the LAPTIC are welcome.

2.6.7 **Number 34 – Mayoral At Homes**

The Mayoral At Homes are traditionally held in Lancaster Town Hall and The Platform at Morecambe on the two Wednesdays immediately following Annual Council. A Lancaster Mayor will hold the Lancaster event first, and a Morecambe Mayor the Morecambe event first. The number of people attending the event has dwindled in the last few years, which could be attributed to changes to working patterns and lifestyles.

A resolution was passed that asked for an additional Mayoral At Home to be held in the Mayor's Ward at some time during the Mayor year, and the feasibility of this has been discussed with Property Services.

The events at Lancaster and Morecambe are on Council owned premises and are principally staffed by Property Services and a small number of volunteers. Arrangements are made for cakes to be supplied by local supermarkets for each venue, both of whom have additional store supplies which can be easily accessed if demand is high.

Property Services, who are primarily responsible for the running of the event, have been consulted and have raised a number of concerns should the event be moved to an alternative location each year:

- Suitable premises registered with and approved by Environmental Health will need to be identified in the relevant Ward
- Flexibility in the provision of cake supplies will be lost in some instances, resulting in potential over or under supply
- Crockery may need to be transported to the venue
- Property services do not normally staff events away from council buildings – staff will need to be provided with transport and paid accordingly

Discussions have also been held as to whether using a local hotel or tea room could be an option, but the Council would have to book a minimum number of guests, incurring a minimum charge and there may not be sufficient flexibility to extend numbers indefinitely. The cost per head in this case would far exceed the cost of the events at Lancaster and Morecambe.

Consideration has therefore been given to other ways in which the event could be revitalised and it is suggested that the At Homes be moved to the end of the Mayoral Year, in March or April. A new Mayor has had little or no opportunity to meet people and become known at the beginning of the Mayoral year, but by the end of their year in office a Mayor will have attended hundreds of events and has had the opportunity to meet thousands of people. The dates and times of the At Homes can be distributed with every letter or email sent in response to an invitation, and the Mayor will have the opportunity to make people aware of the At Homes at every event they attend.

It is also suggested that moving one or both of the events to a weekend may allow more people the flexibility to attend with their families and friends, outside work commitments.

Recommendation:

- (1) **That no further action be taken with regard to the proposal to arrange an additional Mayoral At Home.**
- (2) **That, commencing in 2008/09, 2 Mayoral At Homes be held in the existing Council venues towards the end of the Mayoral Year, with one of the events being held on a Saturday on an experimental basis by agreement with the Mayor.**

2.6.8 Number 39 – Mayor’s Day Community Festival and Parade

Members will note from the Implementation Plan that very little progress has been made towards developing a Community Festival and Parade on the Saturday between Mayor-Making and Mayor’s Sunday. This will require a significant piece of work in conjunction with Cultural Services to consider the feasibility of such a proposal and identify appropriate budgets for its implementation.

There are some concerns about the potential success of such an event following the demise of both the Morecambe and Lancaster Carnivals through lack of support and the availability of resources to guarantee the level of input which would be required from the Council to ensure its success.

Coupled with these concerns, feedback received from Members and the public on Mayors Sunday in 2007 showed that even if there were to be a Community Festival parade on the Saturday a Mayor’s Parade on the Sunday would still be favoured, and as a result officers have started to give some thought to potential alternatives. A Community Festival is currently organised in Williamson Park each summer and whilst it would not be on the weekend of the Mayor Making a civic presence at this already successful event may be worth considering.

Initial approaches have been made to those who currently organise the annual Community Festival in Williamson Park to see if a civic presence at this Festival would be welcomed should Members consider this a viable alternative and it is hoped to be able to report further on this at the meeting.

Since this event is primarily Lancaster focussed, if Members are of the view that this is worth pursuing investigations could also commence into staging a similar event in Happy Mount Park in Morecambe.

Recommendation:

That the Head of Democratic Services be authorised to continue investigating the possibility of a civic presence at the Community Festival currently held in Williamson Park and a similar event in Happy Mount Park with a view to developing this as an alternative to a Community Festival and Parade on the Saturday of Mayor-making.

3.0 Details of Consultation

- 3.1 Property Services have been consulted on the matters involving Mayoral At Homes and Annual Council. Lancaster University and Cumbria University have been consulted on the Students Reception.

4.0 Options and Options Analysis (including risk assessment)

4.1 At this stage, the options available to Members are to endorse the implementation of the decisions of full Council or to make amendments to the proposals as set out in this report where feedback or further investigation has indicated that the initial proposal requires modification.

5.0 Conclusion

5.1 The review of the civic function within the City Council has provided an opportunity to update and review the practices and events, some of which have remained unchanged for many years. However, some of the proposals have proved either difficult to implement or unpopular with those who wish to maintain the tradition of the Mayoralty. Although there remains much more work to do on some of the major decisions made by Council, good progress has been made so far and most of the changes have been well received.

CONCLUSION OF IMPACT ASSESSMENT
(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

None.

FINANCIAL IMPLICATIONS

The 2007/08 budget for civic and mayoral expenses comprises the following:

	£
Civic and mayoral functions	12,300
Printing and stationery	700
Floral decorations	<u>2,300</u>
Total	<u>15,300</u>

This budget is not divided into spend on particular events and each Mayor is consulted over the allocation of funds to events and hospitality during their year of office. Estimated costs for each event are available and each year quotes are obtained and choices made to ensure value for money with the available budget.

Any costs arising as a result of the actions implemented or proposed in this report can be contained from within existing budgets.

A number of the Council's decisions require further reports into the feasibility of their implementation and any financial implications of those issues will be included in subsequent reports. Should any additional costs be identified Members will need to consider these as potential growth items in considering future budgets. At this stage it is unlikely that sufficient progress will have been made to enable their consideration as part of the 2008/09 budget and any such changes will therefore have to be considered for 2009/10.

SECTION 151 OFFICER'S COMMENTS

Any future potential growth areas would need to be considered in the context of the Council's existing (and proposed) priorities, as well as its overall financial outlook.

LEGAL IMPLICATIONS

This report has no direct legal implications. Where specific actions have legal implications these were highlighted in the original report to Council and will be considered as part of subsequent implementation reports where appropriate.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

None

Contact Officer: Lisa Jackson

Telephone: 01524 582070

E-mail: ljackson@lancaster.gov.uk

Ref:

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CIVIC REVIEW IMPLEMENTATION PLAN

1.	That the Council adopt the Strategic Vision for the Mayoralty and Civic Events as set out in the report.	<p><i>Action:</i></p> <p>The Strategic Vision as outlined in the report be included as an introduction to the Civic Pages of the Council's website.</p>	<p><i>Progress to date:</i></p> <p>Added to website 26 February 2007.</p> <p>Complete.</p>
2.	Mayoralty - That it be included in the terms of grant funding from the authority that organisations who are grant funded should where appropriate issue an invitation to the Mayor to attend events.	<p><i>Action:</i></p> <p>That all Directors/Services Heads and Democratic Support staff be asked to include appropriate wording supplied by LJ in any correspondence advising organisations/individuals that they have been awarded funding by Lancaster City Council.</p>	<p><i>Progress to date:</i></p> <p>Proposed wording prepared for implementation when grants are awarded in 2007/08.</p> <p>Complete</p>
3.	Mayoralty - That where the Mayor is already committed to an event the Deputy Mayor and Deputy Mayoress be permitted to attend functions allowing greater access to the Civic elements of the Council.	<p><i>Action:</i></p> <p>Previously implemented.</p>	<p><i>Progress to date:</i></p> <p>Implemented and ongoing.</p> <p>Complete.</p>
4.	Visit by Civic Heads of Lancashire - That Lancaster City Council begin discussions with other Lancashire authorities aimed at reducing these events, so that visits to each authority take place every other year, reducing the number to 6 visits per year.	<p><i>Action:</i></p> <p>That a letter be sent to the Mayor's Offices of all Lancashire Authorities outlining these proposals and seeking their views.</p>	<p><i>Progress to date:</i></p> <p>Letter sent to all Mayors' Offices in Lancashire.</p> <p>Responses received indicate that most feel it is an opportunity for the Mayor to promote their area and should be the decision of each Mayor within their own budgets.</p>
5.	Publicity - That the possibility of using the Citizen in addition to the Guardian or Visitor for publication of Mayoral events be investigated in light of its circulation.	<p><i>Action:</i></p> <p>Already implemented.</p>	<p><i>Progress to date:</i></p> <p>Implemented and ongoing.</p>

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<p>6.</p>	<p>Publicity - That Officers be congratulated on the development of the civic and ceremonial pages of the website and that the future development of the site be welcomed, including clearer linking to the Council homepage.</p>	<p><i>Action:</i> Letter of congratulation to Officer concerned.</p>	<p><i>Progress to date:</i> Done.</p>
<p>7.</p>	<p>Publicity - That Mayoral engagements be advertised on the Town Hall notice boards and in Group Rooms as well as being sent to Group Administrators.</p>	<p><i>Action:</i> Implemented.</p>	<p><i>Progress to date:</i> Done</p>
<p>8.</p>	<p>Publicity - That the offer from “The Visitor” to include a monthly calendar of Civic Events be welcomed.</p>	<p><i>Action:</i> A monthly calendar would not be effective as the Mayor’s commitments can change from week to week. All press receive a copy of the Mayoral Engagement list weekly. Any major events can be advertised by press release.</p>	<p><i>Progress to date:</i> Press releases issued for major events and engagements continue to be sent weekly to all press contacts. Complete</p>
<p>9.</p>	<p>Publicity - That each political party be encouraged to have a Civic Champion to encourage support for civic events.</p>	<p><i>Action:</i> Group Administrators be asked to nominate a Civic Champion from within their Group.</p>	<p><i>Progress to date:</i> Names of champions requested in February 2007. Councillors Burns, Smith, Rogerson and Kirkman nominated. Complete.</p>
<p>10.</p>	<p>That consideration be given to the use of local suppliers eg florists for Annual Council and local breweries where beer is served as opposed to internal provision or traditional procurement.</p>	<p><i>Action:</i> Implemented.</p>	<p><i>Progress to date:</i> Implemented and ongoing in order to achieve value for money. Complete</p>

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11.	That the Mayor's Charity be linked in with and supported by the Council's charity programme.	<p><i>Action:</i></p> <p>Staff are to be encouraged to attend Mayoral Charity events, eg the Mayor's At Homes and daytime events, which can also be advertised and included in the programme of charity events being developed by the Charity Fundraising Committee.</p>	<p><i>Progress to date:</i></p> <p>A meeting of the Officer Charity Fundraising Committee established that staff feel there is no real link between the Mayor's Charity and staff events as they target two very different audiences. Staff charity fundraising still requires further development so this may change in time.</p>
12.	Twinning - That the Council encourage local organisations such as the Brownies, Scouts, sports groups etc to be in contact with their twinned counterpart.	<p><i>Action:</i></p> <p>Liaise with the Lancaster International Twinning Society to ensure that this is done as part of the Service Level Agreement with the City Council.</p>	<p><i>Proposed implementation:</i></p> <p>Pending</p>
13.	Twinning - That the Council strengthen links with all local ethnic minority communities.	<p><i>Action:</i></p> <p>Is a diversity issue, to be passed to appropriate officers within Human Resources.</p>	<p><i>Proposed implementation:</i></p> <p>Pending</p>
14.	Twinning - That a link be included on the Council's website to the websites of the district's twin towns.	<p><i>Action:</i></p> <p>Links to be added to the Twinning pages of the City Council website.</p>	<p><i>Progress to date:</i></p> <p>Links to all twin towns added to the City Council website March 2007.</p> <p>Complete</p>

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<p>15.</p>	<p>Mayorality - That in future a Councillor should not be offered a second term of office until all other Councillors had been offered an opportunity to be Mayor. After an all out election, a list in order of seniority should be calculated, with all those who have not previously been Mayor taking precedence.</p>	<p><i>Action:</i> List to be prepared on current Council membership in preparation for the Elections in May 2007.</p>	<p><i>Progress to date:</i> Constitution changed. List redrafted and effective from May 2007. Complete</p>
<p>16.</p>	<p>Charitable Funds</p> <ul style="list-style-type: none"> • That the amendments, transfers, proposed objectives and consolidations of charitable funds as set out in the report be agreed, subject to the required approvals being obtained. • That officers be authorised to begin discussions with the Charity Commission, board of governors and joint trustees. • That this work be included within the Democratic Services Business Plan for 2007/08. • That the County Council be requested to consider the transfer of the Bertha Taylor and Agnes Holmes Charitable funds to the relevant board of Governors for use as prize money for the school. 	<p><i>Action:</i> Principal Democratic Support Officer to determine future action.</p>	<p><i>Progress to date:</i> Included in the Service Business Plan for 2007/2008 for action. Training course identified to develop necessary expertise in dealing with Charitable funds. Complete from a civic viewpoint – further reports anticipate from Democratic Services to appropriate decision making body as required.</p>
<p>17.</p>	<p>Mayorality - That the Mayor produce a review of the year report to be submitted to Council at their last meeting of the municipal year.</p>	<p><i>Action:</i> That the Mayor be asked to prepare a written report following a similar format to the end of year reports presented by the Executive members which will be included on the Agenda for Council in April and which will also be posted on the Civic Pages of the Council website.</p>	<p><i>Progress to date:</i> Councillor Kirkman presented her report at Council in April 2007 and a copy has been posted on the Civic and Ceremonial pages of the City Council's website. Complete</p>

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18.	That the introduction of a handing over meeting between the outgoing Mayor and the new Mayor be supported.	<i>Action:</i> To be implemented from April 2007.	<i>Progress to date:</i> An informal meeting took place in April 2007. Complete.
19.	Annual Council/Mayor Making - That Mayor Making become a weekend long, community orientated event, with Annual Council taking place on a Friday.	<i>Action:</i> It has been agreed by the Council Business Committee on 11.01.07 that Annual Council will be held on a Friday. The development of a community event needs to be tied in with the report being jointly developed with Cultural Services and Communications.	<i>Progress to date:</i> Annual Council was held on Friday 18 May 2007. Community event requires feasibility meeting to be set up with Cultural Services and Communications – not yet achieved.
20.	Annual Council/Mayor Making - That invitations for the gallery be issued to the Civic Society, Community Groups, organisations and different faith groups.	<i>Action:</i> Letters of information are sent to a variety of people informing them of the event and the opportunity to observe the event from the Gallery of the Ashton Hall. The list will be reconsidered for 2007 to see what improvements can be made.	<i>Progress to date:</i> The Gallery of the Ashton Hall was reasonably full this year but with more school children than organisations. To be further considered for 2008.

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<p>21. Annual Council/Mayor Making - That Schools be encouraged and invited to attend Annual Council and upon arrival be welcomed by a Council officer, informed about what they are going to see, the history of the Mayor, the local authority and how this fits with citizenship.</p>	<p><i>Action:</i></p> <p>A room to be made available in which schools will be welcomed and an explanation given. Two officers to be trained with a prepared script. All to be asked to take part in the reception afterwards, and a room to be available within the Town Hall for packed lunches to be consumed. Include in letter a piece which encourages schools to contact the Mayor's Office to arrange visits/presentations by Council officers on subjects of interest to the Schools.</p>	<p><i>Progress to date:</i></p> <p>Because of the popularity of the event with local schools there is a potential difficulty with accommodation in the Town Hall in which to undertake the welcome and talk and for consumption of lunch. Further ideas will be investigated and some implementation expected for 2008.</p>
<p>22. Annual Council/Mayor Making - That Annual Council include the presentation of badges/certificates of service to outgoing Councillors (after two full terms) who have stood down or not been re-elected.</p>	<p><i>Action:</i></p> <p>Admittance of Honorary Aldermen at a Special Meeting after each Annual Council following an all-out election or as the occasion arises, to include the presentation of certificates to Councillors who have served two or more terms. All costs can be met from within existing budgets.</p>	<p><i>Progress to date:</i></p> <p>Councillors who were entitled to receive certificates received these at a Special Council Meeting on 18 May 2007. Badges also now available for Honorary Aldermen to enhance their status and differentiate between them and those who have achieved 2 terms. These have been sent to all those new and existing Honorary Alderman who wished to have them. Complete.</p>

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<p>23.</p>	<p>Annual Council/Mayor Making - That each year, the Mayor elect should decide on whether to hold a formal meal, informal buffet or other alternative on Annual Council Day and that they should consider whether to invite: Newly appointed Freemen Citizenship Award Winners Councillors who had stood down or not been re-elected in the past year Members of staff (in recognition of Service) The Public – a certain amount of tickets could be allocated to be won by local people via a competition run in the local press or ballot upon allocation. Other civic guests.</p>	<p><i>Action:</i> Meal and format to be agreed with each Mayor, with guidance from Mayor's Office. Communications be asked to liaise with the press about how to involve a limited number of the public for the whole event and gain their ideas on how we can get local citizens to take part.</p>	<p><i>Progress to date:</i> Meal for 2007 Annual Council chosen by the Mayor with a local feel to the dishes on offer and supporting local businesses. Not progressed for 2007 but it is hoped to progress this for 2008. Public were given tickets for the Freedom Ceremony in June 2007 to be chosen by ballot.</p>
<p>24.</p>	<p>Annual Council/Mayor Making - That Councillors should in future pay for their guests' ticket to the meal and Chief Officers should pay for their partner's ticket, unless they choose to bring a member of staff in recognition of service.</p>	<p><i>Action:</i> Meal to be charged at cost price.</p>	<p><i>Progress to date:</i> Implemented in 2007 and cost of meal deducted from Councillor Allowances payment for July. Complete.</p>
<p>25.</p>	<p>Annual Council/Mayor Making - That on Mayor's Sunday Members will meet at the Priory and lead the Mayor in to the church and the Mayor will lead them out, instead of the parade which will now take place on the Saturday, and that in addition other Lancashire Mayors be invited to attend.</p>	<p><i>Action:</i> Invites be extended to Lancashire Mayors for the 2007 event. No parade this year pending the outcome of the joint report with the Head of Cultural Services and communications.</p>	<p><i>Progress to date:</i> A number of adverse comments were received on the discontinuation of the Sunday Parade. Lancashire Mayors were not invited to the event, as the investigations into reducing the number of Civic Tours was ongoing.</p>

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<p>26.</p>	<p>Annual Council/Mayor Making - That a multi-faith ecumenical service be introduced led by the Priory with support from representatives of other faiths in the district invited to take part and participate, with the traditional theme of asking for spiritual guidance for the Mayor and Council in the forthcoming year.</p>	<p><i>Action:</i> Multi-faith ecumenical service for May 2007, organised by the Priory church.</p>	<p><i>Progress to date:</i> The president of the Lancaster and Morecambe Hindu Society took part in the Service which this year included a section of multi-faith prayers. This can be further developed in the future with suggestions of song and verse from other cultures during the Service as an option.</p>
<p>27.</p>	<p>That the Ceremonial and Members Officer give a presentation as part of the Member induction process to remind Councillors of the history of civic events and the Mayoralty and its contribution towards the objectives of the Council in line with the agreed vision.</p>	<p><i>Action:</i> Ceremonial and Members Officer will present a section of the induction on the work of Member Services, Beadle to do historical and factual information as part of the Town Hall Tour.</p>	<p><i>Progress to date:</i> Three Town Hall tours have been arranged as part of the Induction Programme to which all Members of the Council which will address the historical aspect of the Council. Complete.</p>
<p>28.</p>	<p>That all items of civic insignia be catalogued and further investigation take place of how these could be displayed and stored.</p>	<p><i>Action:</i> Cataloguing done as part of the Civic Audit review. Photography completed by Beadle. Future strategy requires development.</p>	<p><i>Progress to date:</i> Catalogue complete - July 2007 Display and storage strategy to be developed - pending.</p>
<p>29.</p>	<p>Publicity - That posters be distributed to Parish Councils for display on Parish notice boards detailing information on Civic events,</p>	<p><i>Action:</i> Already implemented, however further investigation can be done into the use of email to improve communication and further developed into the provision of a link from the LCC website to the Parish sites.</p>	<p><i>Proposed implementation:</i> September 2007</p>

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30.	Visit by Civic Heads of Lancashire - That a display board be provided for the Mayor to display information obtained from visiting other Lancashire Councils.	<i>Action:</i> Contact be made with Tourism to ascertain how much information from Lancashire authorities is displayed in the TIC/VIC in the district. Approach Information and Customer Services to see whether any information could be displayed in the new Customer Contact Centres.	<i>Proposed implementation:</i> October 2007
31.	Students Reception – <ul style="list-style-type: none"> • That the reception be extended to be an invite to all first year students, with a drink on arrival and the possibility of a bar to purchase further drinks. • That sponsorship for the event be investigated. • That the event include stalls and representatives from Council departments and the opportunity to sign up for a free Town Hall tour at a later date and the possibility of discounts from local attractions be explored. 	<i>Action:</i> Report to be submitted to the Lancaster University and St Martin's College Liaison Group outlining the proposals for changes to the former reception for Overseas Students.	<i>Progress to date:</i> Consideration of this matter was given by the Lancaster University and St Martins Liaison Group where it was agreed to establish a working group to look at a future Annual Students Reception. Further progress awaits the commencement of the new university term.
32.	Reception for Parish Councils - That the reception for Parish Councils be run in conjunction with the LAPTC with information and representatives from all Council departments, County Councillors and MPs.	<i>Action:</i> The Head of Corporate Strategy be asked to advise the LAPTC of the decision of Council and ask for their view on the format of the Annual Reception and how they feel it could be improved to their benefit.	<i>Progress to date:</i> Head of Democratic Services to attend the September meeting of LAPTC to discuss increasing invitees to those suggested and proposed topic as Rural Neighbourhood Management.

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<p>33.</p>	<p>Annual Council/Mayor Making - That alcohol continue to be served at Annual Council, but that the amount of alcohol be limited in quantity to a glass of wine per course (or equivalent), and in the case of the toast a small glass of port or brandy (or equivalent).</p>	<p><i>Action:</i> The practice to be reviewed including the consideration of ways of restricting consumption of alcohol.</p>	<p><i>Progress to date:</i> Availability of alcohol at the 2007 Annual Council limited in quantity to an average as suggested, but individuals left to take personal responsibility for the level of consumption. No adverse reports received, but the situation will be monitored in future years. Complete</p>
<p>34.</p>	<p>Annual Council/Mayor Making - That an additional Mayor's At Home be held in the Mayor's Ward.</p>	<p><i>Action:</i> Consider for implementation for 2008 subject to a report on options and feasibility, which may also give consideration to a review of the current failing At Homes. Additional complication of the Elections in May 2007 prevents adequate planning time.</p>	<p><i>Progress to date:</i> Initial discussions have taken place with Property Services. Further discussions will have to take place to investigate the feasibility of this as an option, looking at staffing, supplies, health and safety, etc.</p>
<p>35.</p>	<p>Mayor's Award - That an award scheme be set up consisting of: The Mayor's Award – for those individuals or groups who go out of their way to help others and their community; And The Mayor's Special Award – for those individuals who have made an outstanding contribution to help others and their community beyond that which is expected of citizens.</p>	<p><i>Action:</i> Communications to discuss the awards with local press and determine how they set the criteria for awards they run in conjunction with their readers, prior to further development. Will have to be tied in with the creation of the Citizenship Panel.</p>	<p><i>Proposed implementation:</i> Mayorality 2008/2009</p>

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36.	Mayor's Award - That nominations be made in conjunction with the local media, with the decision to award being made by the Mayor and Citizenship Panel, with certificates being presented at a special reception at the Town Hall.	Action: Communications to discuss the awards with local press and determine how they set the criteria for awards they run in conjunction with their readers, prior to further development. Will have to be tied in with the creation of the Citizenship Panel.	Proposed implementation: Mayoralty 2008/2009
37.	Mayorality - That the Festivals and Events and Civic Programmes be amalgamated into one programme.	Action: Report requires preparation jointly with the Head of Cultural Services and Communications to consider options and feasibility.	Proposed implementation: Pending
38.	Annual Council/Mayor Making - That a local school choir or orchestra, preferably from within the Mayor's Ward, be invited to perform during the interlude when the Mayor is robes and that all those present be invited to join the Mayor for a reception, at the rear of the Ashton Hall.	Action: Implications on City Organist which need further consideration. Relationship with schools can be addressed through the Citizenship Panel.	Proposed implementation: Pending.
39.	Annual Council/Mayor Making - That consideration be given to holding a Mayor's Day Community Festival and Parade on the Saturday of Mayor Making replacing the Mayor's Sunday parade but maintaining the tradition with floats, local organisations e.g. Scouts, Brownies etc, bands – a similar to the carnival parades that used to take place in Morecambe and Lancaster.	Action: Report requires preparation jointly with the Head of Cultural Services and Communications to consider options and feasibility.	Proposed implementation: Initial approaches have been made to those who currently organise an annual community Festival in Williamsons Park to see if a civic presence at this Festival would be welcomed should Members consider this a viable alternative.

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<p>40. Freemen - That the criteria for Freemen be amended to include the admission of women as Freemen and the extension of the geographical boundary to include the whole area of the district.</p>	<p><i>Action:</i> Correspondence received from Department for Communities and Local Government. Consideration needs to be given to how the legislation can be changed which will impact on the implementation date. To be included in the Democratic Services Business Plan for 2007/2008.</p>	<p><i>Proposed implementation:</i> Pending</p>
<p>41. Freemen - That the Freeman's Oath be revised to include the following elements of the Respect agenda:</p> <ul style="list-style-type: none"> • Promoting respect, leading by example. • Promoting respect in the community. • Showing tolerance, acceptance and common decency to those around us – our family, friends and peers, people who are older or younger, people from different walks of life or who follow different cultures or religions. • Being considerate of the consequences of our behaviour to others. • Reporting unacceptable behaviour. 	<p><i>Action:</i> Correspondence received from Department for Communities and Local Government. Consideration needs to be given to how the legislation can be changed which will impact on the implementation date. To be included in the Democratic Services Business Plan for 2007/2008.</p>	<p><i>Proposed implementation:</i> Pending</p>
<p>42. Visit by Civic Heads of Lancashire - That further work be undertaken to broaden out the scope of such visits through the Lancashire Chief Executives Meetings to enable a programme to be developed to disseminate best practice and innovation between authorities.</p>	<p><i>Action:</i> Pending discussion with CE following determination of 4 above.</p>	<p><i>Proposed implementation:</i> Pending.</p>
<p>43. Publicity - The Officers consider using the Council owned lamppost posters to advertise civic events.</p>	<p><i>Action:</i> Would be suitable for advertising subject to costs. To be considered as part of the joint report with the Head of Cultural Services and Communications.</p>	<p><i>Proposed implementation:</i> Pending</p>

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44.	Publicity - That the Citizenship awards be run in conjunction with "The Visitor" newspaper.	Action: Needs to be dealt with in conjunction with the establishment of the Citizenship Panel and Mayor's Awards.	Proposed implementation: Pending
45.	That a Civic and Citizenship Panel made up of interested Councillors, Honorary Appointments, dignitaries and community representatives be established by the Council to support the Mayorality to undertake the following:- <ul style="list-style-type: none"> • Promote citizenship through organising visits to schools, clubs etc. • Assist with the organisation of local democracy week • Assist with the preparations for the centenary celebrations in 2009 • Run the citizenship awards • Promote the Mayor's Charity and assist the Mayor with fundraising events. • Assist in the organisation of Mayor Making and Civic events. • Assist with developing the civic role. 	Action: Report to Council Business Committee to determine the way forward. Establishment of Panel to be deferred until after May 2007.	Proposed implementation: Pending
46.	That the Mother/Father of the Council have the following duties: <ul style="list-style-type: none"> • To be present at civic and ceremonial occasions. • To move motions of a civic and ceremonial nature. • To provide evidence for the Council when historical information is required. • To contribute to debates when a historical perspective may be required. • To propose votes of thanks as appropriate. • To make the loyal toast and other toasts as appropriate. • To be a member of the Citizenship Panel. • To be present if the Council agrees to present a congratulatory address or receive a dignitary. • To attend Carnforth Remembrance Day service. 	Action: Requires a Constitutional change as it will be a Council appointment. Also need to design/cost a badge of office (which may be a growth item).	Progress to date: Constitutional amendments approved and implemented. Councillor Abbott Bryning has been appointed officially as Father of the Council at Annual Council on 18 May 2007. A badge of office has been specially designed and made, cost contained within existing budgets.

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<p>47. That the Council re-establish the office of Town Crier and recruit to this post through a public competition.</p>	<p><i>Action:</i> Report to Council Business Committee on the feasibility and cost of the establishment of this post against the cost of a Freelance Town Crier employed as needed, together with an identification of the events at which such a post would be required.</p>	<p><i>Proposed implementation:</i> Pending.</p>
<p>48. Twinning - That further business links be encouraged with Lancaster's Twin Towns.</p>	<p><i>Action:</i> To be considered as part of a report on the implications of a Cabinet report to develop twinning.</p>	<p><i>Proposed implementation:</i> Pending</p>

COUNCIL BUSINESS COMMITTEE

Elected Member Development – Progress Report

13th September 2007

Report of Head of Democratic Services

PURPOSE OF REPORT

To update Members on the progress made to date with elected Member development and offer feedback and suggestions for the way forward.
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This report is public

RECOMMENDATIONS

To note the report and Member feedback.

1.0 Training and development events taken place

As part of the commitment to Member development, a comprehensive induction programme was arranged for Members. The following events have taken place as part of the induction programme for newly elected and returning Members.

Date	Event	Venue	Attended
Wed 21 March 2007 5.30pm	Open Evening for Candidates and Agents	Lancaster TH	---
Tues 8 May 10-12pm	Acceptance of Office session	Lancaster TH	---
Tues 8 May 2-4pm	Acceptance of Office session	Lancaster TH	---
Tues 8 May 4.30 – 8.30pm	Induction Evening	Lancaster TH	---
Wed 9 May 10-12pm	Acceptance of Office session	Morecambe TH	---
Wed 9 May 2-4pm	Acceptance of Office session	Morecambe TH	---
Thurs 10 May 10am	Induction Day	Morecambe TH	14
Thurs 10 May 4-6pm	Acceptance of Office session	Lancaster TH	---
Wed 16 May 5-7pm	Taster Session Overview	Lancaster TH	17

Date	Event	Venue	Attended
	and Scrutiny		
Tues 22 May 4pm	Personnel Committee training	Lancaster TH	7
Wed 23 May 2pm	Planning Committee training	Lancaster TH	10
Wed 23 May 5.30pm	Planning Committee training	Lancaster TH	12
Thurs 24 May 2pm	Licensing Act Committee training	St Leonards	8
Thurs 24 May 6.30pm	Equalities training	Lancaster TH	9
Fri 25 May 10am	Licensing Act Committee training	Lancaster TH	5
Tues 29 May 10am	Licensing Regulatory Committee training	Lancaster TH	6
Tues 29 May 2pm	Licensing Regulatory Committee training	Lancaster TH	5
Wed 30 May 10am	Equalities training	St Leonards	9
Wed 30 May 1.30pm	Equalities training	St Leonards	7
Wed 30 May	Planning Committee training		2
Thurs 31 May 9.30am	Planning Committee training	Palatine Hall	---
Thurs 31 May 2pm	Code of Conduct training	Lancaster TH	22
Fri 1 June 10am	Code of Conduct training	Lancaster TH	8
Mon 4 June 5pm	Code of Conduct training	Lancaster TH	21
Tues 5 June 2pm	Standards Committee training	St Leonards	12
Wed 6 June	Licensing Act Committee training		1
Wed 6 June 2pm	Personnel Committee training	Lancaster TH	2
Fri 8 June 10am	Overview and Scrutiny	Lancaster TH	11
Fri 8 June 9.30am	Gambling Act training	Carlisle	1
Wed 13 June 10am	Lancashire Locals briefing	Lancaster TH	6
Mon 18 June 10am	MAPS Briefing	Lancaster TH	5
Mon 18 June	Induction Module	Manchester	1
Wed 20 June 11am	Code of Conduct training	Morecambe TH	5
Tues 26 June 10am	CCDS Briefing and Tour	White Lund Depot	11
Thurs 28 June 10am	Dealing with People	Blackpool	3
Fri 29 June 10am	Chairing Skills	Lancaster TH	11

Date	Event	Venue	Attended
Wed 4 July	Code of Conduct training		3
Wed 4 July 1pm	Dealing with People	Blackpool	2
Mon 9 July 4pm	CCDS Briefing and Tour	White Lund Depot	3
Mon 9 July All day	Effective Members	Blackpool	3
Thurs 12 July 10am	Data Protection & FOI	Lancaster TH	8
Fri 13 July	Tour of the District	Midland Hotel	13
Mon 16 July 2pm	Civil Contingencies Briefing	Lancaster TH	7
Tues 17 July	Code of Conduct training		1
Tues 17 July	BPP Data quality and performance management	Lancaster TH	---
Thurs 19/20 July	IDEA Planning Leadership	Leeds	1
Fri 20 July All day	Effective Members	Blackpool	2
Fri 20 July 10am	Historic Tour	Lancaster TH	2
Wed 25 July 7.30pm	Historic Tour	Lancaster TH	2
Fri 27 July 2pm	Historic Tour	Lancaster TH	5
Wed 1 Aug All day	Communicating with Clarity	Blackpool	1

In summary a total of 52 events have taken place in which approximately 291 training places have been taken up. Of this, two Induction day events were held, one during the day time and one during the evening at Morecambe and Lancaster Town Halls with a 'freshers fayre' style event of Departmental and Service stands. Five Declaration of office sessions were held at various times and days in Morecambe and Lancaster Town Halls.

Specific training was arranged for Members of the Planning and Licensing Committees and training on the Code of Conduct was held for all Members along with Equalities training for Members of the Personnel, Appeals and Licensing Regulatory Committees. Events have taken place in the form of tours (White Lund, tour of district, tour of Lancaster Town Hall), taster session for Overview and Scrutiny held prior to Committee appointments, and Chairman and Vice-Chairman of Council Partnerships were invited to attend the Charing Skills event. A number of members have attended events run at Blackpool Council, Manchester, Leeds and Carlisle.

Summaries of the evaluations and feedback from the Overview and Scrutiny training, Charing Skills, Data Quality and Performance Management, Effective Members, Equality and Diversity, Dealing with People and Freedom of Information events are attached at Appendix A. Members are asked to consider the feedback and make suggestions for improvement for future events.

To complement the formal training that is being offered, all Members have also been offered the opportunity to have a member and/or officer mentor and have the facility to borrow materials from the Members Library of books, publications and cd-roms on a range of topics. In addition, all Members have been offered the opportunity to have a discussion with an officer from Democratic Services to discuss their individual

training needs for the forthcoming year. So far 17 discussions have taken place and several more are due to take place. The information gathered from these discussions will be used to prepare a programme of training events for the year ahead.

1.1 Forthcoming training and development events

The following events are scheduled over the next few weeks:

Wed 29 Aug 9.30 – 4pm	Sustainability and Procurement	
Wed 5 Sept All day	Communicating with Clarity	Blackpool
Mon 10 Sept 11-12noon	Civil Contingencies	Lancaster TH
Wed 12 Sept 6pm	Chairing Skills	Morecambe TH
Thurs 13 Sept 5.30 – 8pm	Child Protection Briefing	Ryelands House
Tues 18 Sept 9.30–12.30	Local Government Finance and Budgeting	Lancaster TH
Tues 18 Sept 5 – 7pm	Climate Change Briefing	Lancaster TH
Wed 19 Sept 4pm	Audit Committee training	Morecambe TH
Mon 24 Sept 5pm	Role of the County Council	Morecambe TH
Thurs 4 Oct 4pm	Tourism Briefing and Tour	Tourist Information Centre

1.2 Assessment for the North West Charter for Member Development

Members will be aware that the City Council is signed up to the North West Charter for elected Member development. The Charter sets out a commitment to the support and development of elected members in their roles. Many of our neighbouring authorities have already been awarded the Charter including South Lakeland District Council, Carlisle City Council, Lancashire County Council, Barrow Council, Blackpool Borough Council and the Lake District National Park Authority.

The Charter has two levels to it. Firstly local authorities sign a declaration to show their commitment to the principles of the Charter. Secondly, following external assessment, local authorities are awarded the Charter to show that they have demonstrated their commitment in practice and have all the required elements in place. Lancaster City Council is in the process of this second stage. The pre-assessment has been completed and formal interviews are taking place at the end of August with the Leader of the Council, the Chief Executive, Councillor Barry (as Cabinet Member with Special Responsibility), Councillor Bray (as Chairman of Council Business Committee) and 5 other Councillors. The Council is due to find out the results of this formal assessment at the end of October.

RELATIONSHIP TO POLICY FRAMEWORK

The work of Member development supports the corporate priority – to continue to improve the Council.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

There are no direct implications.

FINANCIAL IMPLICATIONS

The costs of the training and development to date and for the year ahead will be met from the 2007/08 budget of £14,500 (which includes an amount of £4,000 carried forward from 2006/07 as agreed by Cabinet at it's meeting of 24th July 2007).

SECTION 151 OFFICER'S COMMENTS

The S151 Officer has been consulted and has no further comments.

LEGAL IMPLICATIONS

There are no legal implications.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

Contact Officer: Suzanne Smith
Telephone: 01524 582074
E-mail: smsmith@lancaster.gov.uk
Ref:

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Evaluation Summary – Overview and Scrutiny 8th June 2007

My personal objectives were:

Exceeded	Met	Partially Met	Not Met	No answer
7	6			

I would have like time to do the taster sessions on all five skills.
Could have done with more time and more case discussions.

The time allocated for the event was:

Too much	Sufficient	Too little
	12	1

I feel the subject is so vast that we were unable to go in-depth into it. Over 2 days would be better.
Make it in two parts (i.e. 2 days)
Some aspects could be used for a further training course.
This course has been an introduction. As with any interesting subject, more depth needs more time.
The course was interesting without loosing concentration.
Not really.

Please rate the following:

	Excellent	Good	Average	Poor
Effectiveness of the speaker	10	3		
Relevance of the event	8	5		
Pace	7	6		
Supporting Documentation (if any)	7	3	2	
Visual Aids (if any)	7	4	1	
Administration (joining instructions etc)	7	4	1	

Which part of the event did you find most useful? Why? Could it have been improved?

Project management was fantastic.
Meeting Councillors from different regions.
All.
The interactive sessions.
The workshops – as they were specific.
All of the course.
Explanation of function of Committee.
Role of Overview and Scrutiny.
Recognition of differences for fourth option authorities.
Methodology of setting up project management. With more time, perhaps, a few case studies could have been exhibited.
General introduction into Overview and Scrutiny. I felt I came away with greater understanding.
More info would be of been heavy to take in without having been on the Committee.

Which part of the course did you find least useful? Why?

Found it all useful.
Predominance of references to Cabinet system (Could not have been eliminated).
None.
The second slide show (powerpoint) could have been eliminated and the time spent on more “power – workshops”

What, if anything, would you like added to the event content?

Would you have preferred a different ratio of teaching methods?

Yes	No	No answer
	9	4

More taster sessions.
 One feedback time was too long (before lunch).
 No because 'teachers' short circuit discussions which can consume time.

What impact do you think the training will have on your ability to act as an effective representative of the local community?

I will have the ability to recognise and act on important issues that impact on the community.
 I have learnt a lot this should support my role.
 Much clearer view of what the O+S role is about.
 Unknown.
 Gives me an insight as to how O+S should be operated.
 Help it.
 This has given me confidence to represent the community by working with the overview and scrutiny committee and officers over the next year.
 Exceeded my objectives at start of course.
 More effective member of overview and scrutiny.
 Take part on the overview and scrutiny committee when required.
 Make me more effective.

Please make any additional comments you may have about the event in the space below.

I have done O+S training before and Frances Taylor has made it come alive. I now feel I understand what O+S really means.
 A useful means of putting scrutiny in context and demonstrating its possibilities.
 Well worthwhile.
 When is part 2? "Enhancing the Scrutiny Role"

Evaluation Summary - Introduction to becoming an effective Member: Blackpool Council

My personal objectives were:

Exceeded	Met	Partially Met	Not Met	No answer
	1			

The time allocated for the event was:

Too much	Sufficient	Too little
	1	

Sufficient for time but follow up required.

Please rate the following:

	Excellent	Good	Average	Poor
Effectiveness of the speaker	1			
Relevance of the event	1			
Pace		1		
Supporting Documentation (if any)	1			
Visual Aids (if any)		1		

Which part of the event did you find most useful? Why? Could it have been improved?

Handbook – very useful for future reference.

Which part of the course did you find least useful? Why?

Nothing stands out

What, if anything, would you like added to the event content?

Adding more would detract from the value of what's already there.

Would you have preferred a different ratio of teaching methods?

Yes	No	No answer
	1	

What impact do you think the training will have on your ability to act as an effective representative of the local community?

It will make contact between myself and those that I represent more effective.

Evaluation Form

Title of Event	Equality & Diversity Training
Organisation	Pro Focus
Venue	Lancaster Town Hall
Date	24/5/07

We always seek to improve the quality and practical application of the learning activities we organise. For the benefit of future participants or activities similar to this we would appreciate your answers to the following questions. Please put a tick on the scales provided, and a brief note of the explanation where requested

Objective met Objective not met

	Questions	5	4	3	2	1	Comments
1	To what extent did the event meet its stated objectives		√				Some 'Case Studies' or similar would have been helpful
2	To what extent did the event help you meet your objectives		√				
3	To what extent were you encouraged and assisted to participate in the activities	√					Workshop style delivery encouraged participation
4	To what extent were you satisfied with the event/ facilitator in terms of						
A	Planning and administration e.g. joining instructions	√					
B	Content/ subject matter		√				
C	Facilitators skills and abilities	√					
D	Activities/ exercises		√				Please see comments below
E	Visual aids, handouts etc		√				
F	Accommodation (e.g. venue, comfort, catering)		√				Not enough water available for all who wanted
6	To what extent did the facilitator and content adhere to good practice in respect of diversity	√					

To help us ensure that the development methods used in this activity are appropriate for the intended learning outcomes please suggest

One thing that works well and should be kept	Workshop style delivery which encouraged those present to ask questions and take ownership of their own level of participation
One thing that does not work well and should be changed or removed	There wasn't enough water available for everyone!
One thing that might be added to improve the activity	'Case study/scenario' type work on when equality and diversity awareness and practice is most relevant- i.e. introduce an interactive element.
Any other comments	Very approachable facilitator

Summary of feedback from the Dealing with people event: Blackpool Council

“Good training session very “hands on” useful Advice actress challenging NO POWER POINT PRESENTATION CAN recommend. Food good too. Councillor facilities made Us covetous.”

“It was useful. The content was very specifically on how to break bad news to people, which was narrower than I had been expecting, but it was well presented, and having an actor for the role-play sessions was very helpful. The venue and the catering were both excellent.”

“The training was completely different to my expectations, it was about how to deal with people when giving bad news. I really enjoyed the course, the course tutor and assistant made the day pass very quick, and made the role play very real. Venue was easy to find and parking was next door, we were greeted with a good buffet, with fresh orange, I would of liked a drink mid way through the training. The course has helped me by focussing on preparation for meeting when I know I will have to give bad news, and how to help the person I am giving bad news too.”

“I really did enjoy that training event and found it very useful. I found the method of participation with an actor for using the skills taught to be very helpful and feel that the interaction was most appropriate for learning about communication skills. The speaker was helpful with answering any extra questions, as well. I would like it if we could sometime bring her to Lancaster for another type of training, as I really did like her style. The lunch afterward was enjoyable and well-timed. I feel that I am better prepared to work with the community when handling difficult issues.”

Evaluation Summary - Freedom of Information/Data Protection Briefing

My personal objectives were:

Exceeded	Met	Partially Met	Not Met	No answer
3	3	1		1

Please comment and provide details of your objective which were unmet.

Possibly more specific legal information.

Very good

All fine

The time allocated for the event was:

Too much	Sufficient	Too little
	8	

Please comment and provide details of how the duration of the event could be improved.

Ok

Ok

Please rate the following:

	Excellent	Good	Average	Poor
Effectiveness of the speaker	5	2	1	
Relevance of the event	4	3	1	
Pace	3	4	1	
Supporting Documentation (if any)	1	5	2	
Visual Aids (if any)	2	3	3	

Which part of the event did you find most useful? Why? Could it have been improved?

Discussion to individual points and questions.

Questions asked – any remaining ones were well answered.

Questioning to put into perspective the role of the Acts relevant to the date I come in contact with.

All very informative.

Info useful

Info on two acts

Questions and answers.

Which part of the course did you find least useful? Why?

Actually found it all useful.

N/A

None

Nil

Perhaps more precise information.

All ok

What, if anything, would you like added to the event content?

A case example of the FOI Act in use and a Data Protected document complying.

Not aware of any.

More precise legal.

ok

Would you have preferred a different ratio of teaching methods?

Yes	No	No answer
	4	4

If yes, please say what and why
PowerPoint again.
Ok. Fine

What impact do you think the training will have on your ability to act as an effective representative of the local community?

Much more aware of record keeping and how I, as a Councillor, need to keep records in order to comply.
Beneficial – better understanding of how these laws affect us and our position.
Greater understanding of whom to go to.
Fair
Info useful
Most useful
Very useful

Please make any additional comments you may have about the event in the space below.

Really useful.
Very beneficial – would recommend for all Councillors.
Ok
Well presented and questions answered.
Very worthwhile training.

Evaluation Summary - Chairing Skills

My personal objectives were:

Exceeded	Met	Partially Met	Not Met	No answer
	1			

The time allocated for the event was:

Too much	Sufficient	Too little
		1

Sufficient for time but follow up required.

Please rate the following:

	Excellent	Good	Average	Poor
Effectiveness of the speaker		1		
Relevance of the event		1		
Pace		1		
Supporting Documentation (if any)			1	
Visual Aids (if any)			1	

Which part of the event did you find most useful? Why? Could it have been improved?

Basic introduction ok.

Which part of the course did you find least useful? Why?

Useful but follow up needed to improve.

What, if anything, would you like added to the event content?

Specific handouts covering rules (basic dos and don'ts)

Would you have preferred a different ratio of teaching methods?

Yes	No	No answer
		1

OK

What impact do you think the training will have on your ability to act as an effective representative of the local community?

Not strictly relevant unless chairing.

Please make any additional comments you may have about the event in the space below.

OK. Chair 'crib sheet' would be useful.

Evaluation Summary - Budget and Performance Panel: Data quality and performance management

My personal objectives were:

Exceeded	Met	Partially Met	Not Met	No answer
1	1	1	1	

Please comment and provide details of your objective which were unmet:

I found the first presentation very boring and uninspiring.
 I went to sleep!
 The presenter didn't engage with his audience.
 Cllr Johnson asked a valid question which the presenter initially seemed to brush aside and when pushed gave a feeble response.
 When the presenter finished there was a disinterested feel in the room – not a single question or comment.
 Richard's presentation was much better – he was vibrant and engaged with the members.
 He explained where and how different aspects fitted together which gave meaning to some complicated issues.
 The training was uninspiring with poor quality information and badly presented.

The time allocated for the event was:

Too much	Sufficient	Too little
	3	

Please comment and provide details of how the duration of the event could be improved.

Duration less important than content, delivery and enthusiasm of presenters/quality of material

Please rate the following:

	Excellent	Good	Average	Poor
Effectiveness of the speaker	2			1
Relevance of the event	1	1		1
Pace	1	1	1	1
Supporting Documentation (if any)	1		1	1
Visual Aids (if any)	1		2	1

Which part of the event did you find most useful? Why? Could it have been improved?

Second presentation was useful
 All of his talk – very well presented
 Additional information given in the speakers lecture. As the speaker knew his subject he did not have to rely on visual aids.

Which part of the course did you find least useful? Why?

First presentation – see earlier comments
 None

What, if anything, would you like added to the event content?

Useful information on audit commission duties and functions.

Nothing.
Possibly more time for questions.

Would you have preferred a different ratio of teaching methods?

Yes	No	No answer
1	1	

Comments:

See above – little reaction/response from members to first presentation

What impact do you think the training will have on your ability to act as an effective representative of the local community?

It will make very little difference.
I can understand the performance management better. I have used escendency but the talk put it into perspective.
None.
All training pertinent or not increases knowledge which increases effective representation.

Please make any additional comments you may have about the event in the space below.

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COUNCIL BUSINESS COMMITTEE**Special Council Meeting 2007
13th September 2007****Report of Head of Democratic Services****PURPOSE OF REPORT**

To update Members on the proposals for the 2007 Special Council Meeting 2007, as agreed at the previous meeting of Council Business Committee.

This report is public

RECOMMENDATIONS

(1) That the report be noted.

1.0 Introduction

1.1 As part of the democratic modernisation proposals, Council has agreed that one meeting a year shall be designated as a special council meeting with the following remit:

That one of the existing autumn meetings of Council, shall be selected by the Council Business Committee and re-designated as a 'Special' Council meeting for any of the following purposes:

- Consideration of a single topic
- Hearing of an external speaker
- Meeting in assembly or forum
- Consideration of a local, regional or national issue
- Or other purpose to be determined by the Council Business Committee

It has been previously agreed by Council Business Committee that an extra meeting of Council on 17th October 2007 should be designated as the special council meeting for 2007.

This report provides members with an update on the proposal that has been further developed by officers.

2.0 Proposal Details

Promoting Culture in the City, Coast and Countryside

A themed event that looks at the promotion and potential of the district as a centre for culture in the widest context. In particular identifying what it has to offer as a place to visit, a place of recreation, heritage, culture and entertainment, in the context of the district's unique identity, location and character. The outcomes of which will feed in to the review and development of the district's Cultural Strategy.

It is important to note that the event will take place within Local Democracy Week and will provide the opportunity for the community and in particular young people to take an active part in developing policies that will shape the future for the district.

2.1 Context

The word "culture" means many things to many people. To some it refers simply to a narrow and exclusive range of activities such as ballet, opera and the performing arts. But for many others the term "culture" has a much broader definition, encompassing not only "high art" but also aspects of everyday life, such as sporting, leisure and learning activities and "popular" culture such as television, pop music and cinema.

The Council's four year Cultural Strategy "Bring Me Sunshine" agreed in 2003 aims to provide a co-ordinated framework that will define and underpin the development of cultural life within Lancaster district over the period. The Cultural Strategy is now due for review and it is intended that this event will contribute to this review.

In support of this, the Corporate Plan 2007 states:

"Promoting city, coast and countryside, we will achieve lasting opportunities for all in a safe and healthy district that's proud of its natural and cultural assets."

In Morecambe this means a seaside town recognised as vital and vibrant in an exceptional natural setting with a sustainable economy and a stable resident community.

In Lancaster this means being recognised as a nationally and internationally important University City with an envied quality of life, rich heritage, strong economic opportunity and social cohesion.

In our Rural Areas this means a sustainable quality of life that protects communities and precious landscapes while providing the economic opportunity to flourish.

Why do people want to live, work and visit our district? What makes it attractive? What makes it special? Over the last few years the already strong and distinct character of our district has once again begun to rise to the forefront and beginning to assert a new vibrancy and optimism.

For example:

Local Produce – there has been a development and growing prominence of local producers e.g. Lancaster Brewery, Port of Lancaster Smokehouse, a growth in farmers markets, featuring of Morecambe Bay Potted Shrimps by top chefs.

Local Music – The district has successfully hosted a top international band ‘Arctic Monkeys’ and more events are planned such as a performance by the up and coming band ‘The Holloways’. The district has a vibrant local music scene, from local bands and performances in locations as diverse as pubs, churches and libraries to music promotion through More Music in Morecambe. The district hosts jazz and other music festivals, concerts at Leighton Hall, bands in the park, lunchtime concerts and performances by the Haffner Orchestra as well as new initiatives such as Music Alfresco.

Local Culture and Heritage – The district has rich heritage and culture from theatres to art galleries guided walks, festivals, many drama groups. Venues such as the Gregson, the Platform, Williamson Park and Storey Institute which provide programmes of cultural events throughout the year. In addition there are festivals such as the maritime and kite festivals. There is a strong sense of heritage with Lancaster Castle, the Priory, Roman remains, historic churches, railway heritage at Carnforth and the Winter Gardens at Morecambe. All producing a historic district of important historical significance.

Local Environment - From city to coast and countryside the district has some of the most beautiful and contrasting scenery in the United Kingdom. With canals, rivers, panoramic views over Morecambe Bay and the Lake District. The district also has many parks, open spaces and areas of natural beauty and interesting built environments including villages, towns and city. Many people are attracted to the area to live or visit. The district has attracted cycling demonstration town status and is a popular destination for cyclists and walkers due to the facilities it has to offer.

Local Hospitality – There are many places to eat and drink within the district from country pubs to restaurants. In the last few years there has been an increase in the number of outlets serving and promoting local produce providing a warm welcome. There are also many hotels and guest houses attracting both national and international visitors.

Local Entertainment – With museums, amusements, theatres and cinema there are many things to entertain visitors and residents to the district. There are a thriving number of clubs and societies and community led activities such as Panto in the Park, music festivals and one of the largest independent beer festivals in the UK. There are many things to see and do.

It is important that in its community leadership role Lancaster City Council considers how it can best support, develop and promote these activities in the district in order to create a vibrant district, which a place of choice for people to live work and visit.

2.2 Participants

It is suggested that the following participants should be invited to attend event as participants, approximately 120 people, which will culminate in a semi-formal meeting of Council to consider the issues raised.

- Councillors
- An invited stakeholder audience from the community, business, interested groups and voluntary sector within the workshop themes.
- Young People
- Public
- Media

2.4 Format

Venue: The Platform, Morecambe

4.00pm - 5.00pm An 'Expo' style fair which aims to showcase culture within in our district, including an informal buffet and an opportunity for delegates to network and fact find on what culture in the district is comprised of.

5.00pm – 5.30pm Welcome to delegates by event facilitator, followed by introductory comments from the Leader of the Council and Chief Executive on cultural strategy.

5.30pm – 7.15pm Workshops, delegates will sign up to workshops around the following four themes. Each workshop will be led by relevant City Council officers, with support form Democratic Services. Each workshop will receive a brief summary of our current cultural ambitions and achievements in the scope of their workshop and three key questions to discuss with regard to the future direction of the Cultural Strategy with regard to this.

- Workshop 1: Young People (Facilitated by Corporate Strategy)
- Workshop 2: Tourism, Events and Entertainment (Facilitated by Economic Development and Tourism and Cultural Services)
- Workshop 3: Improving and Regenerating our District (Facilitated by Community Engagement Team)
- Workshop 4: Health, Recreation and Sport (Facilitated by Cultural Services)

7.15pm – 8.00pm Feedback from Groups and facilitated discussion of emerging themes.

8.00pm – 8.15pm Council formally convenes to consider whether it wishes to resolve, that the review of the Cultural Strategy take on board the issues and themes raised at the meeting and if necessary shape some future elements of work which will be carried out by Task Groups set up by Overview and Scrutiny on emerging themes with their final reports reported back to Council or alternatively referred to Cabinet to be taken forward in their budget and policy framework proposals.

2.5 Other Arrangements

An officer team from Democratic Services, Communications, Corporate Strategy, Cultural Services and Economic Development and Tourism, is in the process of being assembled to help deliver the event. The event will benefit from external facilitation and it is suggested that a local media personality would be best placed for this role, as well providing publicity for the event.

3.0 Details of Consultation

3.1 Initial consultation has taken place with Corporate Director (Regeneration) and Cultural Services.

4.0 Options and Options Analysis (including risk assessment)

4.1 The options available to the Committee are to approve the proposal as set out in this report, to amend the proposal or to propose an alternative.

5.0 Conclusion

- 5.1 It is the view of officers that the proposal as set out in this report provides a suitable subject for the special council meeting, on an issue of interest to Councillors, the public and stakeholders and is achievable given the timescales involved.
- 5.2 Work will need to be done to ensure that the event is sufficiently focussed and relates to the Corporate Plan, emphasising the Council's community leadership role.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

Whilst there are no implications arising directly from this report, there are clearly issues relating to diversity, sustainability and rural proofing that will need to be addressed in both planning the event and the topic under consideration.

FINANCIAL IMPLICATIONS

All financial expenditure for the event must be contained within existing budgets. It is envisaged the total costs, including buffet, publicity and facilitation will cost a maximum of £700 and can be met from the Democratic Representation budget for 2007/08.

Any proposals and outcomes arising from the event and the review of the Cultural Strategy would require consideration in the context of the overall priorities of the Council and the resources allocated to achieve these priorities. Furthermore, any such proposals involving budgetary growth in support of the Cultural Strategy would require consideration as part of the overall budget and policy framework proposals and the competing needs of the district.

SECTION 151 OFFICER'S COMMENTS

To support the above the s151 officer would advise that any such event includes a brief overview of the financial prospects for the Council, as context.

LEGAL IMPLICATIONS

None

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

None

Contact Officer: James Doble
Telephone: 01524 582057
E-mail: jdoble@lancaster.gov.uk
Ref:

COUNCIL BUSINESS COMMITTEE**Constitutional Review
13th September 2007****Report of Monitoring Officer****PURPOSE OF REPORT**

The report recommends some revisions to the Constitution following a recent review.

This report is public

1.0 RECOMMENDATIONS

That the following amendments to the Constitution be approved with immediate effect:

- (1) A new Part, Appointments and Designations be created (and subsequent Parts re-numbered) to include:
 - the rules relating to the Election of the Mayor and Member seniority (currently in Part 4, Section 1)
 - the appointment of the Mother/Father of the Council
 - Grouping arrangements for the calculation of PR
 - protocol for Appointments to Outside Bodies
 - designation of Champions
- (2) A new Part, Financial Regulations be created (and subsequent parts re-numbered) to include:
 - The current Part 4, Section 6, Financial Regulations and Procedures
 - The current Part 4, Section 7, Contract Procedure Rules

2.0 Introduction

- 2.1 The Monitoring Officer and Deputy Monitoring have been undertaking an update of the Constitution to put in place all the decisions of Council, Council Business Committee and Audit Committee over the past year.
- 2.2 Having completed the update, the opportunity was taken to undertake a thorough check, cross-checking references and making any consequential updates.
- 2.3 At the same time the Section 151 Officer has been preparing a report to the Audit Committee recommending some changes to the Financial Procedures.
- 2.4 In undertaking this check, it has become apparent that there are sections which could be better positioned within the Constitution and this report therefore suggests 2 amendments to the layout of the Constitution for consideration and approval by this Committee.

- 2.5 Following Members' decision the Constitution is ready to be re-printed and a copy will be supplied to all Members shortly.

3.0 Proposal Details

- 3.1 At Council in December 2006, Members approved the appointment of a Mother/Father of the Council as part of the Civic Review undertaken by Overview & Scrutiny. Consideration has been given to how the details of this appointment should be included in the Constitution and initially it was intended to include this alongside the Council Procedure Rules relating to the selection of the Mayor and Member Seniority.
- 3.2 Strictly speaking however neither the appointment of a Mother/Father or the Council nor the rules relating to the selection of the Mayor are Council Procedure Rules and it is suggested therefore that a new Part be created entitled 'Appointments and Designations' in which to locate these rules. This would also provide an opportunity to include a record of other Council approved rules relating to appointments such as the designation of Member and/or Officer Champions, the agreed Grouping arrangements and protocol for the calculation of PR for Committee appointments and the arrangements for appointing representatives to outside bodies, which can currently only be identified by reference to the original Council Minute.
- 3.3 Furthermore, the Financial Regulations and Contract Procedure Rules currently form Sections 6 and 7 of Part 4, Rules of Procedure.
- 3.4 Amendments to these 2 sections are delegated to the Audit Committee (see Article 15.02 of the Constitution) and it is suggested that they would be better arranged as Sections of a self contained Part relating purely to Financial Rules and Regulations, resulting in a more easily identifiable section to refer to when guidance on financial matters is being sought.
- 3.5 Should Members agree to this suggestion then the Sections as approved by the Audit Committee on 19th September will be relocated as Part 5 and subsequent Parts renumbered.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 The options available to the Committee are to approve the suggested revision to the layout of the Constitution, to approve an amended revision or to agree that the Constitution remain unchanged.

5.0 Conclusion

- 5.1 The proposals set out in the report are to make 'cosmetic' amendments to the Constitution with the intention of making it easier to use and providing a better record of Member agreed protocols and appointments.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

None.

FINANCIAL IMPLICATIONS

There are no direct financial implications as a result of this report.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no further comments.

LEGAL IMPLICATIONS

In accordance with Article 15 of the Constitution, changes to the Constitution can only be made as a result of recommendations from the Monitoring Officer or Audit Committee. Full Council is responsible for approving changes relating to the Articles and Responsibility for Functions and changes to the Financial Regulations have been delegated to the audit Committee. Responsibility for amendments o the remainder of the Constitution has been delegated to the Council Business Committee.

The Monitoring Officer is responsible for ensuring that the Constitution is kept up to date and making any textual, factual or consequential amendments as required for that purpose.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

None

Contact Officer: Gillian Noall
Telephone: 01524 582060
E-mail: gnoall@lancaster.gov.uk

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COUNCIL BUSINESS COMMITTEE**Members' Dress Code
13th September 2007****Report of Head of Democratic Services****PURPOSE OF REPORT**

This report sets out options for Members to consider the adoption of an appropriate dress code.

This report is public

RECOMMENDATIONS

That Members consider the adoption of a dress code and advise officers of their preferred options as set out in paragraph 3 of the report to enable a code to be developed.

1.0 Introduction

- 1.1 A request has been requested from Councillor Sheila Denwood to include on the agenda for consideration by Members the possibility of Council adopting a Dress Code for Members.
- 1.2 With the agreement of the Chairman, Councillor Denwood will attend the meeting to present her views prior to consideration of the item by the Committee.

2.0 Proposal Details

- 2.2 Councillor Denwood's view is that Councillors should look tidy and respectable when carrying out Council business both as a mark of respect to the Mayor and also to give the impression to the people that they are representing that they are taking their role seriously.
- 2.3 She has advised that in her opinion the standard of dress observed by Members has deteriorated over the years to the extent that she now feels that some action should be taken and a Dress Code introduced.

3.0 Options and Options Analysis (including risk assessment)

- 3.1 There are a number of options to consider in relation to different elements of introducing a dress code:
 - 3.1.1 Where and when should any code apply? Consideration should be given to the circumstances when any dress code should apply – at all times when a Councillor is acting on council business, when they are in attendance at full Council, at those meetings where Members are acting in a quasi-judicial role such as Planning and

Licensing Committees, at meetings where the public are often in attendance such as Cabinet and Overview & Scrutiny Committee or at all meetings including the more informal Task Groups and Cabinet Liaison Groups.

3.1.2 What should a dress code comprise? A code can set out in precise terms what members should wear or may list particular garments which would be unacceptable, i.e. it can stipulate what should be worn, e.g. robes should be compulsory on certain occasions, suit and tie for men, 'smart' attire or can suggest what is not appropriate, e.g. shorts, jeans, T-shirts.

3.1.3 How should the Code be recorded? Should Members agree to develop a dress code, consideration should be given to how this should be documented – options available are to include a protocol on this and possible other elements of 'behaviour' for inclusion in the Constitution. Any breach of such a code could then be considered by the Standards Committee. Alternatively guidance on expected standards of dress could be included in the Members' Handbook but this would be for guidance only with no sanctions available for enforcement.

4.0 Conclusion

4.1 Should the Committee feel that the standard of dress being observed by Members is important and/or currently inappropriate, there are a number of factors to consider in developing any form of Dress Code.

4.2 Consideration will also be required on a process to deal with anyone not adhering to any Code and how Members can raise concerns.

4.3 Should Members wish to pursue the option of developing a dress code a further report will be submitted to this Committee to approve the wording of any Code and its inclusion in either the Constitution or the Members' Handbook.

CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)
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None

FINANCIAL IMPLICATIONS

None arising directly from this report.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no comments to add.

LEGAL IMPLICATIONS

There are no legal implications arising directly from the report. Any proposal to include an additional Code in the Constitution will be further considered once officers have had the opportunity to prepare proposed wording in accordance with Members' wishes.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments at this stage, but would suggest that the Committee consult with the Standards Committee on its proposals should it be minded to introduce a dress code for inclusion in the Constitution.

BACKGROUND PAPERS

None

Contact Officer: Gillian Noall
Telephone: 01524 582060
E-mail: gnoall@lancaster.gov.uk

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COUNCIL BUSINESS COMMITTEE**Urgent Business Report
20th September 2007****Report of Head of Democratic Services****PURPOSE OF REPORT**

To advise Members of action taken by the Chief Executive, in consultation with the Chairman of the Council Business Committee.

This report is public

1. RECOMMENDATION

That the action taken by the Chief Executive, in consultation with the Chairman of the Council Business Committee, in relation to the following matter, be noted:

That Parish Councillor Margaret Davy be appointed to serve as the independent Parish representative member on the Council's Standards Committee with immediate effect.

2.0 Introduction

- 2.1 The last meeting of Council was advised of the requirement to appoint an independent parish representative on the Standards Committee and the delay in obtaining a nomination from the Lancashire Association of Parish and Town Councils.
- 2.2 Since the next meeting of full Council was not until after the next meeting of Standards Committee, Council agreed to delegate the appointment of the LAPTC's nomination to the Council Business Committee.
- 2.3 In order that this appointment could be formalised prior to the next meeting of Standards Committee and as quickly as possible to enable the appointed person to undergo some initial training in time for their first meeting, Members of the Council Business Committee indicated that they would be happy for this to be undertaken through the urgent business procedure rather than by calling a special meeting for that purpose.

3. Proposal

- 3.1 At their last meeting on 23rd July 2007, the LAPTC approved the nomination of Margaret Davy, a Parish Councillor from Yealand Redmayne Parish Council and Council was therefore requested to formally appoint this parish nomination to the Standards Committee.

4 Summary of Decision

4.1 The Chairman of the Council Business Committee was consulted and was in agreement with the recommendation to appoint Parish Councillor Margaret Davy as nominated by the LAPTC, whereupon the Chief Executive exercised his delegated authority and approved this nomination.

5. Conclusion

Approval was given to the above action, which is being reported to the next meeting of the Council Business Committee in accordance with the City Council's Constitution.

**CONCLUSION OF IMPACT ASSESSMENT
(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)**

This is in accordance with the Constitution.

FINANCIAL IMPLICATIONS

There would be no costs in accepting this nomination to replace the former parish representative. If any other method of recruitment were to be utilised there may be some costs incurred in the recruitment process which would need to be met from the corporate advertising budget.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no further comments to add.

LEGAL IMPLICATIONS

The Local Government Act 2000 requires that there be a parish member on the Council's Standards Committee. This requirement is reflected in the Councils' Constitution, and Council has previously resolved that this Parish member be nominated by the LAPTC.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments to add.

BACKGROUND PAPERS

1. Letter to the Chairman of the Council Business Committee.

Contact Officer: Sharon Marsh
Telephone: 01524 582096
E-mail: Smarsh@lancaster.gov.uk