



Committee: COUNCIL BUSINESS COMMITTEE

Date: THURSDAY, 25 JUNE 2009

Venue: MORECAMBE TOWN HALL

Time: 5.00 P.M.

A G E N D A

1. **Apologies for Absence**

2. **Appointment of Vice-Chairman**

3. **Minutes**

Minutes of meeting held on 23rd April, 2009 (previously circulated).

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

5. **Declarations of Interest**

6. **Internal Audit Report - Member Development** (Pages 1 - 8)

7. **Elected Member Development 2008/09** (Pages 9 - 17)

8. **Member Development Strategy Review** (Pages 18 - 30)

9. **Innovation and Learning Fund - Post Election Member Training DVD** (Pages 31 - 33)

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

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

(ii) Substitute Membership

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

(iii) Queries regarding this Agenda

Please contact Jeny Kay, Democratic Services tel (01524) 582065 or e-mail jkay@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,
DALTON SQUARE,
LANCASTER LA1 1PJ

Published on Wednesday 16th June, 2009

COUNCIL BUSINESS COMMITTEE**Internal Audit Report – Member Development****25th June 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

To inform Members of the findings and action plan resulting from a recent internal audit of Member Expenses and Civic Functions, which included Member Development arrangements.

This report is public

RECOMMENDATIONS

- (1) That Council Business Committee notes the findings and agreed actions relating to Member Development from the recent internal audit of Member Expenses and Civic Functions.
- (2) That the agreed actions be incorporated into the review of the Member Development Strategy, as appropriate.

1.0 Introduction

On 27th May 2009, an Internal Audit report of Member Expenses and Civic Functions was published (attached at Appendix A).

The audit included a risk based review of the Council's arrangements in respect of Member Development.

2.0 Findings

The findings regarding Member Development are generally positive. Special mention is made of the recent success in achieving North West Member Development Charter Status (Level 1) and the work that will be required in preparation for Level 2.

3.0 Agreed Actions

Three actions were agreed for Member Development as a result of the audit and these are detailed in full in the report. In summary, these are:-

- Revision of the Member Development Strategy to set out the roles and responsibilities of key members and how they link to Corporate Plan priorities

Democratic Support to:

- explore opportunities for sharing good practice with other Authorities; to participate in external training wherever possible and provide Members with access to a wider variety of development and networking opportunities
- develop target areas for training which will demonstrate that Member Development has had a positive impact on the community, in preparation for applying for Charter Level 2.

4.0 Options and Options Analysis (including risk assessment)

Option 1 to incorporate the actions agreed with Internal Audit into the Member Development Strategy, as appropriate.

Option 2 not to incorporate the actions agreed with Internal Audit into the Member Development Strategy, as appropriate.

The officer preferred option is 1. The actions agreed with Internal Audit will support and strengthen Member Development and will ensure that the level of assurance provided is reasonable. They will be useful in providing more clarity for Members, especially Members new to a particular role, and will support the early work towards Level 2 Charter Status.

5.0 Conclusion

A report regarding a review of the Member Development Strategy appears elsewhere on this agenda asking Members to consider priorities for the year ahead. It would seem an appropriate time for officers to start to draft information setting out the roles and responsibilities of Key Members and their links to the Corporate Plan. This would then be brought back to this Committee for approval, along with any other revisions to the Strategy agreed today.

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

None arising from this report.

FINANCIAL IMPLICATIONS

There is another report on this agenda dealing with the subject of Member Development and any training needs identified as a result of the above will be dealt with within this report and within existing budgets.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

Legal services has been consulted and have no comments.

MONITORING OFFICER'S COMMENTS

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

Internal Audit report Job 08/0725

Member Development Strategy

Contact Officer: Debbie Chambers

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Ref:

Contents

[Assignment Details](#)

[Assurance Opinion](#)

[Headline Messages](#)

[Overall Opinion](#)

[Managers' Comments](#)

[Risk Opinion Summary and Action Plan](#)

Assignment Details:

Report Date: 27 May 2009

Lead Auditor: Dawn Allen - Assistant Auditor

Supervisor: Robert Bailey - Principal Auditor

Scope: A risk based review of the Councils arrangements in respect of members expenses, member development and the mayoral function.

Objectives: To provide assurance that significant risks are identified and effectively managed, and that control measures in place are appropriate, robust and reliable.

Assurance Opinion:

Level of Assurance Provided:  **Reasonable**

Additional Comments: A reasonable level of assurance can be provided in relation to the effectiveness of arrangements for member development, member expenses and the mayoral function. Implementation of the agreed action plan will enhance current arrangements and ensure that the aims and objectives of the mayoral function are appropriately aligned to corporate plan priorities.

Headline Messages:

- Effective arrangements are in place ensuring Members expense claims are compliant with the Members Allowance Scheme.
- The service is committed to member development as recently recognised through the award of the North West Member Development Charter Status level one.
- In order to achieve level two of the charter the service needs to demonstrate the impact that member development has had on the work of the Authority and the community as a whole. Actions have been agreed which will assist the service in achieving this.
- Actions have been agreed in order to link the aims and objectives of member development and the Mayoral function, to the achievement of corporate aims and objectives.

08/0725 - Member Expenses and Civic Functions

- A more structured and focused approach to the Mayors annual report is to be adopted.

Internal Audit Commentary:

The scope of this review was to evaluate the controls in place in respect of three distinctly different risk areas: member expenses, member development, and the mayoral function. Reasonable assurance can be given that controls are in place to mitigate risks, although implementation of the agreed actions will help to strengthen overall control.

The risk relating to member expenses is well managed, a Members Allowance Scheme is in place and testing confirmed that members expense claims were compliant with the requirements of the scheme in all cases.

The Council's commitment to member training and development is evidenced through its corporate training charter and the work it has done in recent years to deliver an effective programme aimed at providing members with the skills they need to fulfil their role. These efforts were recognised in November 2008, by the award of level one of the North West Charter for Elected Member Development. Plans to achieve level two by 2012 will be enhanced through implementation of agreed actions.

The Service acknowledges that more can be done to demonstrate how the Mayoral function provides a value for money service and a number of actions have been agreed in order to address this. The Service will seek to formalise the aims and objectives of the Mayor in order to demonstrate how they contribute to the achievement of corporate priorities and will introduce a more structured approach to the Annual Report of the Mayor, including the achievement of stated aims and objectives.

Managers' Comments:

The agreed actions for member development will be useful in providing a focus for:

- more clarity, purpose and transparency to the Strategy for Members and Officers and highlight the skills that Members need to undertake their many roles;
- more opportunities to share good practice and the costs of training and widen Members' networks; and
- support the process towards a bid for Level 2 of the NWE0 Member Development Charter.

08/0725 - Member Expenses and Civic Functions

Report and Action Plan Agreed By: Head of Democratic Service and Principal Democratic Officer

Follow Up Review Due By:

I would like to thank the members of the Service(s) involved in the audit for their contributions and cooperation in the audit.



Derek Whiteway CPFA, Internal Audit Manager

Distribution: Chief Executive
Head of Democratic Services
Head of Financial Services
Principal Democratic Officer
Ceremonial & Members' Officer
Assistant Ceremonial & Members Officer
Members of Audit Committee
Audit Manager (District Audit)

Internal Audit - Risk Opinion Summary and Action Plan

Job: 08/0725 - Member Expenses and Civic Functions

ROS/1

Risk Group: Operational

Risk Members are unable to perform their role through a failure to deliver an effective member development training programme which is linked to corporate objectives and priorities. (R004150)

Inherent Residual Target

Current Risk Assessment



Internal Audit Opinion



There is scope to improve management of the risk

Agreed Action	Significance	Responsibility	Implementation Target Date	Ref
1. The Member Development Strategy will be revised to clearly set out the roles and responsibilities of key Members and how these roles and responsibilities link to Corporate Plan priorities. The revised strategy is to be agreed by the Council Business Committee.	●●	Principal Democratic Officer	31-Dec-09	014122
2. The Service will explore opportunities for sharing good practice regarding Member training and development with other local authorities and public bodies and will seek to participate in external training wherever possible, providing Members with access to a wider variety of development and networking opportunities.	●	Principal Democratic Officer	31-Jul-09	014127
3. The Service will develop a programme of target areas (e.g. IT training, Media training etc.) and through adoption of appropriate mechanisms per the North West Charter Toolkit, will aim to demonstrate the impact that member development has had in each area on the work of the authority and the community, with a view to achieving level two charter status by November 2012.	●●●	Principal Democratic Officer	31-Mar-10	014266

Risk Group: Reputational

Risk The reputation of the Council could be damaged if the mayoral function is unable to demonstrate worth. (R004180)

Current Risk Assessment

Inherent	Residual	Target
		

Internal Audit Opinion  Risk is inadequately managed

Agreed Action	Signifi- cance	Responsibility	Implementation Target Date	Ref
4. The Service will seek to formalise the Mayors aims and objectives linking them to corporate plan priorities where appropriate, and report annually on progress towards achievement.	●●	Ceremonial & Members' Officer	31-Mar-10	014796
5. The Service will explore options for raising awareness of, and consulting with, the local community on the role and expectations of the Mayor/Mayoral function. Methods for obtaining feedback from the general public regarding customer satisfaction will also be identified with any areas requiring action being reported and acted upon as appropriate.	●●	Ceremonial & Members' Officer	31-Mar-10	014800
6. The Service will seek to introduce a more structured approach to the Mayors annual report. Feedback from the general public will be incorporated into the report, as will progress towards the achievement of stated aims and objectives to demonstrate that the Mayoral function is delivering a value for money service.	●●	Ceremonial & Members' Officer	31-Mar-10	014802
7. The Service will consider whether there are benefits to be gained from formally benchmarking the costs of the civic function with other similar authorities i.e. would it provide greater opportunities to achieve value for money and establish if current expenditure is reasonable.	●	Ceremonial & Members' Officer	31-Mar-10	014803

Risk The Authority may suffer financial losses and/or reputational damage may result through Members not complying with the requirements of the Members Allowance Scheme. (R004148)

Current Risk Assessment

Inherent	Residual	Target
		

Internal Audit Opinion  Risk is well managed

COUNCIL BUSINESS COMMITTEE**Elected Member Development 2008/09****25th June 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

To update Members on the progress made to date with elected Member Development in 2008/09 and request feedback and suggestions for the way forward.

This report is public

RECOMMENDATIONS

- (1) That the Committee note the report and make any suggestions for the future improvement of the Member Development Programme.**
- (2) That the Chairman of Standards Committee does not attend this year's Standards Assembly and that attendance in future years be determined year by year, taking into account the relevance of the Assembly programme.**

1.0 Introduction

It has been an exciting and productive year for Member Development at Lancaster City Council. Following an extensive Induction and training programme in 2007/08 after the local elections, the Council continued the roll out of Member Development overseen by Council Business Committee.

The Council was awarded the North West Employers Organisation (NWEO) Charter for Member Development in November of last year and also scooped the prestigious Municipal Journal Award at the same event.

2.0 Training and Development events 2008/09

- 2.1** Attached at Appendix A is a comprehensive list of all training and development events that took place in 2008/09. It details where the event took place and who attended. In summary 71 training and development sessions took place in the last year. This figure does not include the individual support that has been offered to Councillors such as one to one sessions on IT.
- 2.2** The list highlights the different development methods that have been used such as taster sessions, one to one sessions, workshops, shadowing opportunities and visiting other authorities. A wide range of sessions took place ranging from Polish Taster sessions to shadowing the Council's Enforcement Officer.

3.0 Evaluations

- 3.1 Members are requested to evaluate each session they attend and feedback from these has been almost 100% positive with the exception of some minor criticisms which did not relate to the actual event or facilitator. Councillors are also requested to evaluate any conferences they have attended.
- 3.2 The one exception to this is the Standards Assembly which was felt to be costly and not completely relevant this year. It has been recommended by the Standards Committee :

"That having regard to the report of the Chairman and the Deputy Monitoring Officer member attendance at this year's Assembly should not be funded, and that the Council Business Committee be advised accordingly."

It is therefore suggested that the Chairman should not attend this year's Assembly and that attendance in future years should be determined year by year, taking into account the relevance of the Assembly programme.

4.0 Attendance

- 4.1 Attendance at training or development sessions is widely spread across the political groups but there are 12 Members who have not attended any sessions of any type.
- 4.2 Most sessions are well attended but a problem has arisen with Members booking places then not attending. This has a cost implication in terms of officer time and wastage of food booked for the event. The Committee's views on this issue are requested.

5.0 2009/10 Member Development Programme

At Annual Business Council on 18th May, all Members were given a copy of the 2009/10 Member Development Programme. The Programme contains 52 events spread over the following 12 months.

6.0 Progress with project areas

- 6.1 The Council Business Committee when reviewing the Member Development Strategy in June 2008 also identified a number of key project areas:

6.2 Use of IT by Members (including paperless meetings and webpages)

Since the decision was taken to trial paperless meetings of the Committee, all meetings have remained paperless, despite a few minor hiccups.

An external training provider has been brought in to provide IT training for a number of Councillors. This has been very successful and will continue in 2009/10. It is hoped that, with the support of these sessions and individual support from Officers, all Councillors will be able to use their new laptops by the end of the year.

The roll out of the laptops has been slow but hopefully most Councillors will have received their new laptops by the time of this meeting. There have been a number of teething problems that have arisen during the roll out but workshops have been set up to assist Members to make the most of their new machines and iron out any problems.

Attendance at IT Workshops has dwindled but workshops will continue to be held before Council meetings with an Officer from Information Services present to assist with queries.

With regard to Councillor's Webpages, take up this is still slow and had to cease during election time. This has been promoted during the laptop workshops and it is hoped will pick up as Members get used to their new laptops which run much quicker than the older machines.

6.3 Ward and Community Leadership

The information and links on the Members page on the intranet has been updated.

With regard to Community Leadership, Team Lancashire has offered places on their Members as Community Champions Programme. The Programme is split into different modules and includes the Member Cohesion Programme which the Leader of the Council and Chairman of Overview and Scrutiny Committee have attended. The Community Champions Programme includes masterclasses on 5 topics including Participatory Budgeting, Preventing Violent Extremism and Understanding Place. There is also a module on Working with Others which includes sessions such as Understanding Leadership.

In house, we have held Polish taster sessions and an insight in to the Hindu community both of which were very popular and enjoyed by all those who attended. A further Hindu session is included in this year's programme along with a Chinese taster session.

Members may recall that it was agreed at Council that all Councillors should be encouraged to attend Equalities training. Two Community Cohesions sessions have been included in this year's Member Development Programme.

6.4 Cabinet Support

It was agreed that this would continue after Annual Council and the June elections. New Cabinet Members will be offered support in their new roles as it is needed.

7.0 **One to Ones**

The one to ones that were undertaken from May 2007 onwards have all been reviewed and this information was fed into the Member Training Programme.

8.0 **Budget**

The budget is now set at £9,800 for 2009/10 with approximately £3,350 allocated to date.

RELATIONSHIP TO POLICY FRAMEWORK

The work of Member Development supports the corporate priority – to continue to improve the Council and ensures that Councillors have the skills, knowledge and support to assist in the delivery of Council priorities.

CONCLUSION OF IMPACT ASSESSMENT

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

There are no direct implications.

FINANCIAL IMPLICATIONS

The cost of training courses and events set out in this report was funded from the 2008/09 Member training budget of £11,400, reduced from £14,400 as part of the revised budget process.

The budget for 2009/10 was set at £9,800 and the costs of all events for this year will be met from this budget.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

There are no direct legal implications arising from this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

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Ref:

APPENDIX A2008/09 Training Events

Date and Time	Development Event	Category	Venue & Contact Officer	Councillor Attended
Thurs 8 May	NWEO Charter Assessment		LTH	Smith Blakely Bray Barry Mace M Whitelegg Knight Langhorn
Thurs 8 May 6-8pm	Polish Taster Session	Training	Albert Road	Archer Burns Bray McCulloch Robinson Sands +1 Police +2 NM
Wed 14 May 6-8pm	Introduction to Risk Management	Training	LTH	Trolinger Histed Clifford Leytham
Wed 21 May 2-4.30pm	Drop in IT Workshop	IT	St Leonards House	Kirkman Sowden
Thurs 22 May 4-5pm	Decision Making Process	Training	MTH	Histed Smith Dennison Fletcher McCulloch Barnes
Wed 11 June 6-7.30pm	Chairing Skills and Procedures		LTH	Cancelled due to lack of interest
Wed 18 June	Drop in IT Workshop prior to Council	IT	MTH	Dennison Barnes Kirkman Brown Robinson Wade Farrow
Thurs 19 June 6-8pm	An Introduction to Procurement	Training	MTH	Dennison Farrow Brown Redfern
Thurs 19 June 10am	Standards Committee training	Training	LTH	Dennison Denwood Fishwick Kirkman Sherlock Taylor +4 Indep Members
Tues 24 June	Performance Management Briefing	Briefing	LTH	Archer Blamire Dennison Mace Towers Sherlock Brown Bray Johnson
Wed 25 June 9.30 – 12.00	Drop in IT Workshop	IT	MTH	Burns Sands Sherlock
Fri 4 July 9am	County Council briefing & tour	Briefing & Tour	Various	Barnes Bryning Sands Dennison Redfern Thomas Robinson
Wed 9 July	Demonstration to O&S Committee on ward statistics	Demonstration	MTH	Chapman Trolinger, Langhorn Plumb Histed, Bray Leytham Greenall, Gilbert Burns Dennison, Redfern Sherlock Bryning Thomas, Johnson Archer
Thurs 10 July 6-8pm	Polish Taster Session	Training	Poulton NM	Dennison Barnes Fletcher Bray + 3 others

Fri 18 July 9.30 – 4.30pm	Licensing Committee Training	Training	Carlisle	Greenall Redfern Sherlock Rogerson Roe Dennison +5 officers
Mon 21 July 12.30 – 4pm	Speed Reading	Training	MTH	Coates Fletcher McCulloch Brown Johnson Kerr Dennison Day Histed
Wed 23 July 12 -2pm	Drop in IT Workshop	IT	MTH IT Suite	---
Thurs 24 July 2-4.30pm	Drop in IT Workshop	IT	MTH IT Suite	Dennison
Wed 30 July 10-4.30pm	Facing the Media	Training	LTH	(Charles attended for a ½ day) Langhorn Fletcher Towers Dennison Barnes McCulloch
Tues 19 th Aug	Shadowing - Enforcement	Shadowing	Various	Ian McCulloch
Wed 20 Aug 10am – 12pm	Drop in IT Workshop	IT	MTH IT Suite	---
6/7 Sept 18/19 Oct 22/23 Nov	Leadership Academy	Leadership	Warwick	Fletcher
Mon 8 Sept 6pm-7.30pm	Young People training	Training	LTH	Bray, Farrow, Smith, McCulloch, Pritchard, Johnson
Wed 10 Sept	Treasury Management – BPP	Training	MTH	Sherlock, J Whitelegg, Clifford, Fishwick, Greenall, Langhorn, Charles, Dennison, Blamire, McCulloch, Thomas
Wed 10 Sept all day	Escendency drop in workshop for BPP Members		MTH IT Suite	Burns, McCulloch, Charles, Dennison, Gilbert
Thurs 11 Sept 6pm	What Is Neighbourhood Management	Training	PNM	Pritchard, Farrow, Kerr, Roe, Redfern
Tue 16 Sept 6-8pm	Basic Guide to Government Finance	Training	LTH	An extra B&P Committee meeting booked that evening
Wed 17 Sept 12-2pm	Drop in IT Workshop	IT	MTH IT Annex	Room double booked
Wed 24 Sept 2– 4.30 pm	Drop in IT Workshop	IT	MTH IT suite	Wade, Dennison, Barnes

Thurs 25 Sept 6-7.30pm	Role of Parish and Town Councils	Briefing	LTH	Histed, Rogerson, Stamp, Pritchard, Johnson, Plumb, Denwood, Brown, Redfern, Gerrard, Archer, Sands, Clifford, Farrow, Mace, Robinson, Coates, Kerr, Charles
Tue 30 Sept 6-8pm	A Guide to Budgeting	Training	LTH	McCulloch, Dennison, Towers
Wed 1 st Oct 12.30 – 4pm	O&S Training	Training	Blackpool Council	Trolinger
Mon 6 Oct 6-7pm	Town Council	Briefing	MTH	Archer, Mace, Robinson, Bray, Ashworth, Kerr, Dennison, Wade, Langhorn, Burns Fishwick, Hanson, Charles, Gerrard, Barnes
Wed 8 Oct 6-7pm	Decision Making Process	Training	MTH	Bray, Archer, Sowden, Thomas, Robinson, Dennison, Trolinger, Plumb, Rogerson, Leytham, Sherlock
Thurs 16 Oct 10-12	Regeneration Briefing	Briefing	MTH	Robinson, Barnes, Fishwick, Dennison, Archer, Kerr, Sowden, Histed, Johnson, Coates, Thomas, Bryning
Thurs 23 Oct 6pm	Polish Taster Session	Briefing	PNM Office	Gerrard, Redfern, Farrow, Sherlock
Thurs 23 Oct 2-4.30pm	Drop in IT Workshop	IT	MTH IT Suite	
Tues 4 th Nov 2-4.30pm	Drop in IT Workshop	IT	MTH IT Suite	Barnes, Dennison
Wed 12 Nov 6-8pm	How to deal with the Local Media	Training	LTH	Thomas, Sowden, Woodruff, Dennison
Mon 17 Nov 1.30-4.30	Basic Word	IT	MTH	Dennison, Sherlock, Day, Taylor
Thurs 18 Nov 6-7.30pm	Lancaster District Regeneration Agenda	Briefing	LTH	Roe, Heath, Brown, Fishwick, Leytham,
Wed 19 Nov 12–2pm	Drop in IT Workshop	IT	MTH IT Suite	Dennison, Barnes
Fri 21 Nov	NWEO Charter Celebration Event		Salford	Smith, Bray, Archer, Ashworth, Pritchard, Trolinger

Wed 26 Nov 1.30 – 4.30	Basic Excel	IT	MTH	Robinson, Sherlock, Dennison, Barnes
Wed 3 rd Dec 1.30	Basic IT	IT	MTH	Sherlock, Dennison, Robinson, Day, Taylor, Barnes
Thurs 4 Dec 2-8pm	Communicating with Clarity	Training	LTH	Barnes, Archer, Pritchard, Redfern, Ashworth, Smith, Dennison
Wed 17 Dec 12-2pm	Drop in IT Workshop	IT	MTH IT Suite	
Wed 14 Jan 6.30-8.30pm	Local Hindu Community/Culture	Training	LTH	Langhorn, Pritchard, Kirkman, Bray, Rogerson, Fishwick, J Whitelegg, Trolinger, McCulloch, Coates, Dennison, Robinson
Mon 19 th Jan 12.30 – 4.00	Basic IT	IT training	MTH	Day, Taylor, Woodruff, Barnes, Dennison, Robinson
Thurs 29 th January	Planning Training for Councillors	Planning Training	Hyndburn Borough Council	Dennison
Wed 4 Feb 12-2pm	Drop in IT Workshop	IT	MTH IT Suite	Sands, Dennison, Burns, Pritchard, Sherlock, Sowden
Tuesday 10 th Feb 6-7.00pm	Drop in Webpages Workshop	IT/Ward	MTH IT Suite	Robinson, Dennison
Mon 23 rd Feb 9.30 am – 3.30 pm	Lancashire Partnership Conference		Woodlands Conference Centre, Chorley	Bryning, Blamire
Mon 23 rd Feb 12.30 – 4.30	Basic IT Session	IT	MTH IT Suite	Day, Taylor, Sands, Dennison, Barnes
Wed 4 th March 12.00-2.00pm	IT Workshop	IT	MTH IT Suite	Dennison, Robinson, Sands, Sowden, Barnes
Thursday 16 th April	Shadowing Environmental Health	Shadowing	Various	Leytham
Wed 22 nd April 1-5.30pm	Public Speaking - Mayoral	Training	LTH	Sherlock, Redfern

Conferences

Date of Conference	Title of Conference	Attendees
01-03.07.08	LGA Conference (hotel)	R Mace & E Archer
01-03.07.08	LGA Conference (dinner)	R Mace & E Archer
05&06.06.08	Coastal Renaissance in NW England	Many members
19.06.08	EHTF	E Archer
29.08.08 – 02.09.08	Planning Summer School	R Dennison
10.09.08	LGA Annual Rural Conference	A Johnson
22-23.09.08	Regeneration and Renewal National Conference	E Archer/S Charles (1 day each) & A Bryning
01.10.08	Travelsmart in Lancashire	Not recorded
03.10.08	Lancashire Partnership – Working with partners	E Archer & D Kerr
03.10.08	Lancashire Waste Partnership Conference	S Bray & S Denwood
07.10.08	Ethical Governance Conference	S Fishwick, R Dennison & P Gardner (Parish Standards)
13&14.10.08	Standards Board	Stephen Lamley
14-16.10.08	BRADA Conference	S Burns
23.02.09	Lancashire Partnership Conference	A Bryning & E Blamire
11.02.09	The role of Councillors in Planning – Propriety and Good Practice	R Dennison
10.03.09	Development Management – It's All About Delivery	R Dennison
25.03.09	Rural Evidence and Policy – North West Priorities	S Charles

COUNCIL BUSINESS COMMITTEE**Member Development Strategy Review
25th June 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

To inform Members of the emerging issues from the 2009/10 Corporate Plan priorities and objectives in relation to the Member Development Strategy.

This report is public

RECOMMENDATIONS

- (1) That Council Business Committee considers the main issues that have emerged from the 2009/10 Corporate Plan priorities and objectives and whether any further priorities should be included in the Member Development Strategy.
- (2) That Members identify any project areas that have emerged from the new priorities agreed.

1.0 Introduction

At its meeting on 15th November 2007, the Council Business Committee agreed the Member Development Strategy and resolved :

“That the Strategy be reviewed again in April – May 2008 to ensure that it continues to be adequately aligned to the Council’s Corporate Priorities and that the annual review takes place at that time of year in the future.”

The Strategy was reviewed in June of last year and can be found at Appendix A. At the meeting of Council on 18th May 2009, Council agreed the Corporate Strategy for 2009/10 which includes new priorities for the Council.

2.0 Review

2.1 The four Corporate Priorities for 2009/10 are set out below :

- Support out local economy
- Clean and green places
- Safe and healthy communities
- Support our local communities

Within those four priorities there are seven objectives:-

Objective 1 Work in partnership to ensure a strategic approach to economic development and regeneration

- Objective 2 Maintain the cleanliness of our streets and public spaces.*
- Objective 3 Develop local responses to Climate Change.*
- Objective 4 Work in partnership and make our district an even safer place addressing crime and the fear of crime, and anti-social behaviour.*
- Objective 5 To contribute towards health improvement and reducing health inequalities through both the delivery of our own services and our work with partners.*
- Objective 6 To improve the standard, availability and affordability of housing in the district to meet local needs.*
- Objective 7 To work in partnership with others meet the differing needs of communities within our district.*

There is a clear message in these objectives that the Council needs to work with its partners to address these issues and this is taking place through the Lancaster District Local Strategic Partnership (LDLSP). As much of this work is undertaken by Cabinet Members, other Councillors may not understand the process of the LDLSP and the Sustainable Community Strategy.

A move towards partnership working in terms of delivering training and development could be a new approach to be considered. This has already begun with the sessions organised in the 2009/10 programme with the County Council.

3.0 Emerging Issues

There are 5 main issues relating to Member Development that have emerged from this document that need to be addressed and reflected in the Member Development Strategy.

3.1 Work in partnership to ensure a strategic approach to economic development and regeneration

Very little has been provided for Members on Economic Development in the district. The Corporate Director (Regeneration) provided two briefing sessions last year on Regeneration which were well received. Members could include briefings on Economic Development as part of this year's training programme and perhaps a briefing on the Vision Board.

3.2 Develop local responses for Climate Change

Members agreed last year that a link should be included on the Council's website to information on Climate Change but this is still outstanding. A briefing on Climate Change is included in the 2009/10 Training Programme in the Autumn. There is a Climate Change Cabinet Liaison Group which provided an opportunity for support to the Cabinet Member with responsibility for this area but it has not met for over a year.

3.3 Work in partnership and make our district an even safer place addressing crime and the fear of crime, and anti-social behaviour.

To date Members have not been offered any briefings on crime or anti-social behaviour. This could be addressed by a session on the Community Safety Partnership and possibly a briefing from the Police.

3.4 To contribute towards health improvement and reducing health inequalities through both the delivery of our own services and our work with partners

Again, nothing has been offered in terms of Member Development on the health agenda as it not a Council function. A briefing from the Health Authority could be provided for Members on this issue.

3.5 To work in partnership with others meet the differing needs of communities within our district.

Councillors have been offered places on the Team Lancashire programme of events which focus on community engagement and leadership. Taster sessions have also been provided to give Councillors an insight into the different communities within our district.

Members are requested to consider any further methods of delivering community based development for the forthcoming year.

3.6 There are obviously other themes within the Corporate Plan that do not feature in specific objectives but are included either by reference in the Foreword or as additional targets. For example, included in the Foreword are references to the current economic climate and the Council's duty to generate economic development in the district and promote the area to generate new economic prospects. There are also a number of Key Corporate Indicators that measure the progress of the Council that need to be taken into consideration.

A provision to include any development needs arising from themes included in the Corporate Plan could be included in this year's Strategy.

4.0 Existing Priorities

The Strategy for 2008/09 included 9 priorities as set out below.

- Local Government Finance
- Overview and Scrutiny
- Communications (including media)
- IT training
- Decision Making Processes (including County Council functions)
- Ward and Community Leadership
- Political Leadership
- Community Engagement
- Equalities

Each priority is being addressed and is an ongoing training need with the exception of Political Leadership which as Members will recall was to begin after Annual Council 2009. Equality training is included in this year's programme and developments in training and briefings for Overview and Scrutiny continue.

Members are requested to consider whether these priorities are still relevant and should remain as priorities for 2009/10.

CONCLUSION OF IMPACT ASSESSMENT

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

None arising from this report.

FINANCIAL IMPLICATIONS

There are no direct financial implications as a result of this report. Any training needs identified would need to be contained within the Member Development budget.

SECTION 151 OFFICER'S COMMENTS

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

LEGAL IMPLICATIONS

There are no legal implications arising from this report.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Member Development Strategy

Contact Officer: Jenny Kay

Telephone: 01524 582065

E-mail: jkay@lancaster.gov.uk

Ref:



LANCASTER CITY COUNCIL

Promoting City, Coast & Countryside

Member Development Strategy

2007/08 – 2010/11



Version 3.00 September 2008

1. Commitment to Member development

The Council took the decision in 2002 to commit to its own internal Charter for training and development for elected Members and employees. Following that the Council then signed up to the North West Charter for elected Member Development.

To formalise this commitment, the Council included within the Terms of Reference of the Council Business Committee, responsibility for Member Development. As Members of this Committee, Councillors have the responsibility to champion Member Development and cascade information to their political groups. Members of the Council Business Committee are:



Councillor Rob Smith (Chairman)



Councillor Susan Bray (Vice-Chairman)



Councillor Morgwn Trolinger



Councillor Evelyn Archer



Councillor Karen Leytham



Councillor Geoff Knight



Councillor Joyce Pritchard

2. Member Development Strategy

The first Member Development Strategy for Lancaster City Council was developed by Members and adopted by the full Council in February 2007. This set out the various ways of supporting Members in the Town Hall and their Wards as well as the Council's development priorities for the coming year.

The Strategy included a commitment to undertake an annual review and with the election of 16 new Councillors in 2007, it was recognised that an up to date Strategy is even more important to ensure that the Council provides the proper guidance and relevant support to all Members.

The Council Business Committee considered the information gathered from the 34 one to one interviews which had then taken place since the elections in May 2007 and an informal workshop that was held on 1st November 2007 where they and many other Members considered what was important to them.

Using this together with feedback from training and induction events plus anecdotal comments, the themes that emerged were then considered alongside the Member training budget and the Corporate Priorities in place at that time.

The Strategy was further reviewed by the Council Business Committee on 26th June 2008 to reflect the issues that had emerged from the Comprehensive Performance Assessment (CPA) reported earlier in the year and the new Corporate Priorities set by full Council for 2008/09 as follows:

- ❖ Ensure cost effective services that give good value for money
- ❖ Provide customer focused, accessible services
- ❖ Make our district a cleaner and healthier place
- ❖ Contribute to a safer society
- ❖ Lead the regeneration of our District
- ❖ Support sustainable communities and action on climate change
- ❖ Give local communities more influence and involvement in the way their services are delivered and decisions that affect them are made

This therefore is a revised edition of the Elected Member Training and Development Programme agreed as a result of that review.

3. Learning and Development Priorities and Projects

As Champions for Member Development, Members of the Council Business Committee have developed the Member Development Strategy and identified the following eight key development priorities (in no particular order):

- ❖ Local Government Finance
- ❖ Overview and Scrutiny
- ❖ Communications (including media)
- ❖ IT training
- ❖ Decision Making Processes (including County Council functions)
- ❖ Ward and Community Leadership
- ❖ Political Leadership
- ❖ Community Engagement
- ❖ Equalities

It is also recognised that there are several other topics identified in one to one interviews and workshops that should be included as lower priority areas. It was noted that the support for newly elected Councillors, Cabinet Members and those with full time commitments were cross cutting themes and should be reflected within the 8 identified key training priorities.

Projects

In addition to addressing priority needs by means of the training and development programme it is recognised that action on a number of key priorities can be better delivered by means of projects to look at improving the way things are done or support provided.

The following project areas will be developed during the life of this Strategy:

- The use of IT by members, including paperless meetings and the promotion of web pages for Councillors
- Improved access to Ward and Council information
- Development of political leadership, in particular improvements to induction and support for Cabinet Members. Consultation with existing and former Cabinet Members will be undertaken as part of this project.
- Community engagement.

There is also a need to further develop different approaches to learning such as shadowing, mentoring, online e-learning and the Members Library to include a wider range of topics.

Member Development Priorities

Ward and Community Leadership

Managing Ward/Casework
 Lone Working
 Community Engagement & Gov White Paper
 More information relating to Wards
 Running effective surgeries
 Role of Parish and Town Councils
 Contacts and locations of Council Offices & Officers
 Understanding of Political & Officer Management structure
 Political Leadership
 Community Engagement
 Equalities issues

Communications

Media training
 Speaking in public
 Leadership Academy
 Chairing Skills
 Dealing with confrontational people
 Dealing with conflict and heated meetings
 Speed reading

IT Training

General IT training
 Software

Decision Making Processes

Role of Parish and Town Councils
 Understanding of Political and Officer Management structure
 Local Authority Legislation
 Civic and Ceremonial procedures
 Protocols for Personnel, Licensing, Planning & Appeals
 Legislation and issues for Personnel Committee
 Planning Committee
 Licensing Regulatory Committee
 Process of making a decision
 Understanding procedures at meetings, constitution & protocols
 Chairing Skills
 How City and County work in tandem
 Knowledge of role and functions of County Council
 Contact list of County Council Officers & Councillors

Local Government Finance

Procurement
 Understanding budgets
 Understanding Local Government Finance

Lower Priority areas

Glossary of abbreviations and jargons
 What Members can ask for & who to ask
 Community Strategy, Council Vision & Corporate Objectives
 Young People
 Youth and Voluntary Organisations
 Community & Voluntary Sector Issues
 Partnership working
 LSP & Vision Board
 Council's Complaints Procedure
 Group Administrators Role
 Civil Contingencies
 Time Management & Managing Information
 Stress Awareness
 Council Housing
 Climate Change
 Community Safety /MAPS & role of Members

Overview and Scrutiny

Task Groups
 Escendency
 Overview and Scrutiny in general
 Budget and Performance Panel
 Questioning techniques
 Performance Management
 Partnership Scrutiny

4. Progress

To complement the commitment the Council has made to Member Development, staff resources have been re-allocated within Democratic Services. This has enabled the following achievements and successes:

- ❖ A Member Training Programme was developed setting out a schedule of training and development events and briefings and the opportunity to attend joint training with Blackpool and Fylde Councils. A total of 121 events have been held since May 2007 as part of the Induction Programme and Member Development Programme.
- ❖ Members have the facility to borrow publications, books and cd-roms from the Members Library and have a Member and/or Officer mentor/buddy.
- ❖ An Induction Programme was developed and implemented to enable Members to visit council departments, tour the district, enjoy taster sessions and Freshers fair style introductions. In addition, handbooks were developed for all Members and for Cabinet and Overview & Scrutiny Members. Social evenings were also held for Cabinet and Overview & Scrutiny Members.
- ❖ An information pack was produced and an open evening held for potential councillors.
- ❖ Personalised one to one IT training has been offered including using email, internet, web pages and Microsoft Word and IT drop in – workshops.
- ❖ E-newsletters are produced for Members advising them of the support available.
- ❖ 6 Members have attended the IDEA Leadership Academy.
- ❖ All Council Business Committee meetings are now paperless.
- ❖ Approximately 18 Members have now set up their own web page.
- ❖ A dedicated area on the intranet has been created for Members containing useful documents, links and ward information.
- ❖ A total of £14,400 is available in 2008/09 to support member development activity.
- ❖ An approval and monitoring system has been set up to ensure that attendance at any training events including seminars and conferences aimed at personal improvement is prioritised and funding properly targeted in accordance with this Strategy

Members' comments

Excellent overall

Cllr Jane Fletcher

Excellent. Very practical and useful, but delivered in a supportive atmosphere.

Cllr Jude Towers

Facing the Media

Excellent session – thanks

A well constructed and delivered course

Polish Taster Session

Useful and practical

Cllr Ian McCulloch

Enjoyable

Cllr Ken Brown

Speed Reading

Valuable

Cllr Roger Dennison

Neighbourhood Management Briefing

More training events like these are needed

Spot on !

5. One to One Interviews

All Members have been offered a one to one interview to assess their training and development needs. A Personal Development Plan is produced for each Councillor and the information from these is used not only to monitor the personal progress of the individual but to develop the priorities for inclusion in this Strategy and Training Programme.

A system has been set up to review each Member's Personal Development Plan after a period of 12 months.

These are done to suit the individual either by means of a further face to face interview, a telephone discussion or by email.

To date, 49 out of 60 Councillors have taken the opportunity to have a one to one interview and where these were done over 12 months ago their Personal Development Plans are under review.

6. Attendance at Seminars/Conferences

It has been identified that attendance at some Conferences and Seminars provides an opportunity for Members to further their personal development in terms of their knowledge and ability to perform particular roles. Control over the funding for this purpose has been transferred to the Head of Democratic Services in consultation with the Chairman of the Council Business Committee where the cost is in excess of £100 per Member and subject to the needs of the individual Member being identified in their personal development plan.

Members wishing to attend such Conferences need therefore to send details to the Head of Democratic Services for approval to enable funding to be allocated.

Certain annual conferences have been highlighted for attendance on an annual basis, subject to the continued relevance and evaluation of the content of the conferences.

7. Member Development Budget

In terms of budget allocation for Member Development, the Strategy goes beyond 2010/11 when the current term of office ends so that budgets set for future years as part of the Medium Term Financial Strategy can be programmed to deliver appropriate training and development each year as Members' experience and knowledge grows.

The Head of Democratic Services has been given delegated authority in consultation with the Chairman of the Council Business Committee to approve attendance on external training courses/Conferences/Seminars. When the event/course costs more than £100 the Member will be expected to provide a report on their return for evaluation purposes.

8. Statutory and Mandatory Training

It is acknowledged that there will on occasions be a need for training required to ensure Members understand legislative requirements on them both as individuals and as members of particular committees to be repeated and updated, particularly where new legislation is introduced. This will be included in the training programme by the Head of Democratic Services as the need arises.

9. Officer Support

All Members of the Council will receive support to enable them to be effective in their role as a Councillor. Members' Services can offer day to day support, and together with Democratic Support they are co-ordinating the Member Development process. The key officers to contact are:

Lisa Jackson
Ceremonial and Members' Officer
Tel: (01524) 582070
Email: ljackson@lancaster.gov.uk

Julie Rutledge
Assistant Ceremonial and Members' Officer
Tel: (01524) 582170
Email: jrutledge@lancaster.gov.uk

Suzie Smith
Senior Democratic Support Officer
Tel: (01524) 582074
Email: smsmith@lancaster.gov.uk

Jenny Kay
Democratic Support Officer
Tel: (01524) 582065
Email: jkay@lancaster.gov.uk

COUNCIL BUSINESS COMMITTEE**Innovation and Learning Fund
– Post Election Member Training DVD
25th June 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

To advise Members of a member development proposal put forward by Councillor Dennison which has been successful in gaining North West Improvement and Efficiency Partnership (NWIEP) Innovation Fund money.

This report is public

RECOMMENDATIONS

- (1) That the Committee support the proposal put forward by Councillor Dennison and take advantage of the NWIEP grant funding to produce a member development training DVD for use during future induction programmes.**
- (2) That subject to (1) above, Members consider the content of the proposed DVD and agree a work programme for its development and production.**

1.0 Introduction

- 1.1 The North West Innovation Fund for Elected Members (funded by NWIEP as part of the Member Gateway) is open to individual Elected Members from any North West local authority.
- 1.2 Applications were invited from individual Members for proposals to support a range of activities to improve services and knowledge through shared learning. Although the guidelines on the criteria were flexible and not intended to be prescriptive it is expected that successful applicants will not only enhance their own learning but will need to demonstrate how this learning will be transferred within their council, locally and within the whole region, the emphasis being on shared learning.

2.0 Proposal Details

- 2.1 Councillor Dennison submitted the attached application which has been successful in gaining the maximum £5,000 funding.
- 2.2 Whilst the application has been submitted by Councillor Dennison and it is his proposal, an individual Councillor (other than a Cabinet Member) has no delegated authority in this Council to take decisions on matters of expenditure or requiring officer actions. For this reason the Head of Democratic Services has been designated as the Responsible Spending Officer and the Council Business Committee will take any decisions required on how the project progresses.

- 2.3 The involvement of the Council Business Committee will have the added advantage of involving a number of members in the learning activity involved in putting the project together.
- 2.4 Members should note that whilst reference is made in the application form to a particular supplier, normal procurement rules will need to be followed once a decision has been made on the most useful content of the proposed DVD and quotes will be obtained from a range of suppliers if available.
- 2.5 Officer support will also be necessary in terms of checking the accuracy of the content of any DVD and the difficulty of providing this in order to meet the original deadline of 30th September 2009 has been raised with NWE0. The deadline has therefore been extended to 31st March 2010 to assist with this and officers of Democratic Services will support this work.

3.0 Details of Consultation

- 3.1 It is suggested that all Members be consulted for ideas on the content of the proposed DVD.

4.0 Options and Options Analysis (including risk assessment)

- 4.1 Option 1 – to take on the proposal put forward by Councillor Dennison and produce a training DVD suitable for newly elected Members which explains the systems and procedures of Local Authorities and the role of elected members at a maximum cost of £5000.
- 4.2 Option 2 – to take no action regarding the proposal put forward by Councillor Dennison and reject the £5000 grant from NWE0.

5.0 Conclusion

- 5.1 The intention of the Innovation Project is to promote learning amongst Councillors. The proposal put forward by Councillor Dennison is to produce a learning tool for Councillors in the future. However the success of the proposal in obtaining grant funding has been in part due to the suggested involvement of the Council Business Committee in developing the DVD as this will also provide an element of learning for the Members of the Committee with Councillor Dennison during the process of putting the DVD together, i.e. whatever the success of the resultant DVD, Councillors will have learnt valuable lessons in deciding how to proceed.
- 5.2 Should Members agree to option 1 above there are a number of issues to consider at this early stage so that work can commence:
- Decision on what form the DVD should take - some talking heads/graphics or other ideas?
 - How long should it last – 10 to 15 minutes?
 - Decision on how wide to make it or whether the focus should be on Lancaster. Advice is that this would still meet the criteria for funding – if it works for Lancaster it will show other Authorities in the North West what they can do even if the DVD made is not relevant in other Councils
 - How to decide what should be included on the DVD – what would be helpful to new Members? Consider obtaining views from existing Members, by asking questions for example -
 - get Members to think about what help or support they would have liked

- what for them were the best bits of induction, what did they learn, what did they want, what didn't they get?
- Alternatively the DVD could look at what Councillors do and/or what is expected of them, what it is like to be a Councillor – which could be put on a call centre DVD or used at an information session looking for candidates prior to elections.

5.3 It is important at this stage if the project is to be successful that as many Members as possible are consulted and this Committee takes ownership of the project to that they learn about the process of member development. Councillor Dennison and representatives of the Committee are likely to be asked to disseminate their experience in producing the DVD to other Members in the North West via a presentation, explaining any pitfalls as well as celebrating its success.

<p>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</p> <p>Impacts will be assessed as part of the development of the proposed DVD</p>	
<p>FINANCIAL IMPLICATIONS</p> <p>The grant offer is for a maximum of £5000 which will be paid on completion of the project. The Head of Democratic Services has been designated the responsible spending officer in relation to any expenditure in advance of receipt of the grant funding. All spending will be complete within the current financial year.</p> <p>There are some resource implications in respect of officer time to support the project in Democratic Services and for this reason an extension to the deadline has been sought and agreed to enable the work to be delayed until after the June elections when sufficient capacity will be available.</p>	
<p>SECTION 151 OFFICER'S COMMENTS</p> <p>The S151 Officer has been consulted and has no further comments</p>	
<p>LEGAL IMPLICATIONS</p> <p>The grant offer is subject to a number of standard conditions regarding the use of the grant monies and the deadline of 31st March 2010.</p> <p>The production of the DVD will be subject to the Council's normal procurement rules and the question of future copyright of the finished product will need to be considered as part of the process.</p>	
<p>MONITORING OFFICER'S COMMENTS</p> <p>The Monitoring Officer has been consulted and has no further comments</p>	
<p>BACKGROUND PAPERS Notification of grant funding including Standard Conditions to Grant Offer – received 11th February, signed 25th March 2009</p>	<p>Contact Officer: Gillian Noall Telephone: 01524 582060 E-mail: gnoall@lancaster.gov.uk Ref:</p>