



Committee: COUNCIL BUSINESS COMMITTEE

Date: THURSDAY, 12 NOVEMBER 2009

Venue: MORECAMBE TOWN HALL

Time: 5.00 P.M.

A G E N D A

1. **Apologies for Absence**

2. **Minutes**

Minutes of meeting held on 3rd September, 2009 (previously circulated).

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

4. **Declarations of Interest**

5. **Protocol on Planning Procedure (Pages 1 - 14)**

Report of Head of Democratic Services

6. **Consultation Response - The Lancashire Economic Strategy 2010 Framework of Priorities (Pages 15 - 29)**

Report of Corporate Director (Regeneration)

7. **Consultation Response - Reform of Council Housing Finance (Pages 30 - 35)**

Report of Corporate Director (Community Services)

8. **Local Councillor Shadowing Programme (Pages 36 - 45)**

Report of Head of Democratic Services

9. **Councillors' Network Meeting (Pages 46 - 50)**

Report of Head of Democratic Services

10. **Elected Member Development Update (Pages 51 - 61)**

Report of Head of Democratic Services

11. **Elected Member Development - Cabinet Support (Pages 62 - 64)**

Report of Head of Democratic Services

12. **Innovation and Learning Fund - Post Election Member Training DVD Project Update**
(Pages 65 - 66)
Report of Head of Democratic Services
13. **Urgent Business Report** (Pages 67 - 68)
Report of Head of Democratic Services
14. **Appointments to Committees and Changes to Membership**

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

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

(ii) Substitute Membership

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

(iii) Queries regarding this Agenda

Please contact Jenny Kay, Democratic Services telephone 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,
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Published on Tuesday 3rd November, 2009

COUNCIL BUSINESS COMMITTEE**Protocol on Planning Procedure –
Constitutional Amendment
12 November 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

The report recommends a revised Protocol on Planning Procedure to be included in the Council's Constitution.

This report is public

1.0 RECOMMENDATIONS

That Council Business Committee approve the attached revised Protocol on Planning Procedure to be included at Part 7, Section 5 of the Council's Constitution.

2.0 Introduction

2.1 Members will be aware that the Constitution currently provides a protocol on planning procedures to provide Members with guidance regarding their role in determining planning applications, in particular, when interacting with applicants, objectors and developers. Ward Members, who are not members of the Planning and Highways Regulatory Committee but who want to address the Committee, are also provided with guidance in the protocol on interaction over their contact with applicants, developers and objectors.

2.1 At its meeting on 1 October 2009, the Standards Committee considered a report submitted by the Monitoring Officer presenting some minor amendments to the Protocol and resolved that a revised Protocol, (as shown at Appendix 1) be forwarded to the Council Business Committee for approval and inclusion in the Council's Constitution.

2.2 The amendments are tracked to highlight the revisions. These are mainly to reflect the fact that Code of Conduct complaints are now made to the Standards Committee rather than to Standards for England (formerly known as the Standards Board for England). The amendments also include those suggested by the Head of Planning and the Head of Democratic Services, as well as those requested by the Standards Committee at the meeting.

3.0 Details of Consultation

3.1 In preparing the revisions, the Monitoring Officer consulted with the Head of Planning and the Head of Democratic Services whose staff service the Planning Committee

meetings, and with the Senior Solicitor who provides legal advice, as well as the Standards Committee.

4.0 Options and Options Analysis

4.1 The options open to the Committee are to approve the proposed amendments, to suggest other amendments, or to recommend that the Protocol not be amended at all.

5.0 Conclusion

5.1 Council Business Committee is requested to agree the attached Protocol on Planning Procedure, as revised by the Monitoring Officer and recommended by the Standards Committee.

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

None arising from this report.

FINANCIAL IMPLICATIONS

None directly arising from 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 approval of the proposed revised Protocol on Planning Procedure is delegated to the Council Business Committee.

MONITORING OFFICER'S COMMENTS

The proposed revised Planning Protocol was presented to the Standards Committee by the Monitoring Officer in her role as the Committee's adviser on standards and conduct issues.

BACKGROUND PAPERS

Standards Committee agenda and minutes of 1 October 2009 meeting.

Contact Officer: Debbie Chambers
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Part 7, Section 5

Protocol on Planning Procedure

1 Introduction

The purpose of this protocol is to provide Members with guidance regarding their role in determining planning applications, in particular, when interacting with applicants, objectors or developers. Ward members, who are not members of the Planning and Highways Regulatory Committee (referred to as the Planning Committee) but who want to address the Committee, also require guidance on interaction over their contact with applicants developers and objectors.

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The protocol is designed to offer that guidance and help Members understand their role and the responsibilities associated with that role, and to ensure that in the planning process there are no grounds for suggesting that a decision has been biased, partial or not well founded in any way.

In addition, the Audit Commission has also raised the need for a protocol on planning in its document, "Probity in Planning". This protocol sets out detailed guidance for Members, but, in summary, the most important issues for Members to consider are as follows:

- The Code of Conduct, and in particular whether a Member has a personal interest, and if so whether that personal interest is also a prejudicial interest
- Aside from the Code of Conduct, whether there is any legal reason why a Member should not participate in a particular decision
- The need to exercise care and caution in any contact with applicants, developers and objectors
- The dangers of lobbying or being lobbied

2 Natural Justice

These principles apply throughout public administration. They are fundamental principles of administrative law and should be adhered to when determining any planning application.

The two principles of Natural Justice are :-

- (a) The rule against bias
- (b) The duty to act fairly/duty to hear both sides or the other side.

3 The Rule Against Bias

The first principle means that no Member should remain and be a party to a decision which affects their own interests. This is largely covered by the process by which Members declare interests.

In addition to the common law rule against bias, Members must be mindful of the provisions of the Council's Code of Conduct with regard to personal and prejudicial interests, referred to below.

If Members are in any doubt about the application of the Code of Conduct, they should seek advice early, from the Monitoring Officer, Deputy Monitoring Officer or one of their staff.

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Failure to comply with the Code of Conduct may have implications for the individual Member, as there may be a complaint to the Standards Committee. There may also be implications for the decision making process, with criticism of the Planning Committee and possible challenge to the decision on the basis that a Member with an interest remained within the Council Chamber and tainted the integrity of the decision.

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4 The duty to act fairly/hear both sides or the other side - Predetermination and Predisposition

"Predetermination" is where a Member is closed to the merits of any arguments relating to a particular application, and makes a decision without taking them into account.

"Predisposition" is where a Member holds a view in favour of or against an application, but has an open mind to the merits of the argument before making a final decision.

Predisposition is acceptable; predetermination is not.

The decision making body must consider all relevant information before coming to its decision. The Member's mind should not be closed until the final decision is made. A Member's mind will be closed if they have already come to a decision on an application prior to entering the Council Chamber. This is predetermination. A decision will be open to challenge if a Member appears to have already decided how they will vote at the meeting so that nothing will change their mind. This impression can be created in a number of different ways such as quotes given in the press, and what they have said at meetings or written in correspondence.

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However, simply listening to or receiving viewpoints from residents or other interested parties, seeking information through appropriate channels, or making comments to residents, interested parties or other Members or appropriate officers will not constitute predetermination, provided that the Member makes it clear that they are keeping an open mind.

It is not a problem for Members to be "predisposed", holding a view but having an open mind and being open to persuasion against that view. This includes having formed a preliminary view about how they will vote before they attend the meeting, and/or expressing that view publicly, provided it is clear that their mind is not closed to countervailing arguments.

5 Example of Maladministration

The Local Ombudsman some time ago made a finding of maladministration against a council because a Member failed to declare an interest and leave the meeting. The Member had a house that was situated near to and affected by a planning proposal. The Member did not declare an interest and remained in the Chamber and voted on the application.

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It is important to the integrity of the Planning process and to open and honest governance that justice must not only be done to the planning application – but also that it is seen to be done, thereby giving the public confidence in the system.

There have also been examples of maladministration where Members have encouraged their colleagues to set aside the advice of professional officers by introducing factors which do not amount to material planning considerations. These can include personal circumstances, or land ownership issues. Members should always stick only to valid planning considerations.

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6. Declarations of Interest and Leaving the Chamber

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Personal interests and prejudicial interests are defined in Part 2 of the Council's Code of Conduct. It is important to note that if an interest does not fall within the definition of a personal interest, it cannot be a prejudicial interest.

Under the Code of Conduct, where a decision might reasonably be regarded as affecting the well-being or financial position of a Member, or that of a relative or close associate of theirs, or of a body to which the Member is appointed by the Council, or a body of which the Member is a member which exercises functions of a public nature, is directed to charitable purposes, or whose principal purposes is the influence of public opinion or policy, the Member must declare a personal interest. The phrase "close associate" is not defined in the Code, but covers both social and business associations. The Code of Conduct also requires Members to declare a personal interest in any matter that relates to an interest included in their register of interests.

Where a Member has a personal interest as set out in the Code of Conduct, they must give careful consideration as to whether that interest is also a prejudicial interest (that is, one which a member of the public with knowledge of the facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest). In other words, the interest must be perceived as likely to harm or impair the Member's ability to judge the public interest. Simply knowing the applicant does not necessarily equate to a prejudicial interest.

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The Code of Conduct provides that a prejudicial interest does not arise where the decision does not affect the financial position of the Member or their interests, or does not relate to a licensing or regulatory matter affecting the Member or a person or body in which they have a personal interest.

If the personal interest is not a prejudicial interest, the existence and nature of the interest must be disclosed to the meeting.

Where a Member has a personal interest which is also a prejudicial interest under the Code of Conduct, the general rule is that they must leave the chamber – they are not permitted to return to the public gallery for the debate and they should not be seen by other Members when they are making the decision. This is a requirement of the Code of Conduct. If a Member who had declared an interest was present or could be seen to watch the proceedings, this could be sufficient to taint the process.

However, as an exception to the general rule, the Code of Conduct allows a Member who has a personal and prejudicial interest to participate in the same manner that would apply to an ordinary member of the public, that is, in the public participation part of the meeting, but the Member must then leave the room immediately after making such representations.

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Dispensations from the Standards Committee may be available in limited circumstances. Advice on this should be sought from the Monitoring Officer.

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When declaring interests at meetings, Members should make it clear what level of interest they are declaring, and whether the interest prevents them from taking part in the decision making process.

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7. Party Politics

A Member must not blindly follow the recommendations of their political party. A decision on a particular planning application should not be dictated, by party politics. Party whips should

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never be used. The Member is part of the decision making body. As far as planning applications are concerned the decision making body is the Planning Committee. That Committee sits in a quasi-judicial manner and each decision is made on its own merits, within the Development Plan framework, supported by legislation, government advice and other Council land use policies. Therefore each decision has to be made on the information put before the Committee and should take into account the development plan, the impact of the individual development and any individual site characteristics – not party politics.

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8. Allegations of Bias

In the Planning Committee the time for decision making is after the Members have heard all relevant considerations i.e. after the application has been presented to the Members in the Committee meeting and when the presentation of the application is completed. Therefore, a decision should not be made before the agenda is sent out, at a site visit or immediately before the meeting begins. If a Member has made their mind up before the application is fully presented then this renders the decision open to challenge. This would be on the basis that the application was predetermined, was not considered fairly and that the Member's conduct showed bias. To predetermine an application flies in the face of the principle of the rule 'to hear both sides'.

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Council, at its meeting on the 19th November 2008, resolved that Cabinet Members should not sit on the Planning Committee for items directly related to those which have been previously considered by Cabinet (whether they were present for that particular Cabinet item or not). The rationale for this is that where the Council is the applicant or the landowner, and a Member is both a Member of the Planning Committee and also a Cabinet Member with ongoing land-owning responsibilities, it is arguable that the issue of predetermination and bias might arise as a result of the Member's perceived proximity to the proposal through discussions in Cabinet. The Council resolution removes this risk.

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However, the simple fact that a Member has been involved in a decision to promote the development of land in the public interest, does not necessarily prevent them from making decisions on the matters of detail. Members approving specific land use allocations in a Local Development Framework for example, would not be prevented from deciding subsequent planning applications. They would be expected to use their decision making abilities to ensure that schemes conform with the requirements of the Framework.

9. Media Exposure

A Member of the Planning Committee should never make any public declaration on an application until the application has been determined. If a Member makes a statement that is one-sided prior to the application being determined then that Member is at risk from an allegation of bias i.e. they have not kept their mind open until all matters are before them. In these circumstances it may be inappropriate for the Member to take part in the decision making process to ensure the decision is not tainted. This will be particularly important where there is adverse public reaction to a planning application in the local press some time before the application has received a recommendation from Officers.

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10. Parish Councillors

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A Member of the Planning Committee who is also a parish councillor may speak and vote at both parish and City Council level on the same planning issue (unless the application has been made by the parish council). Members who take this course of action will need to declare membership of the parish council as a personal interest at City Council level.

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As indicated above, Members are under an obligation to approach decision-making with an open mind, prepared to listen to all sides of the argument. Dual-hatted Members who choose to speak and vote at parish and City Council level will need to make it very clear that their vote at parish level represents a preliminary view and that they will reconsider the matter afresh at City Council level. Failure to do so may result in a challenge on the grounds of predetermination.

Different considerations will apply if the parish council is the applicant in relation to a particular planning application. In that situation a parish councillor would be likely to have a prejudicial interest at the Planning Committee.

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It must always be remembered that debate at parish council meetings takes place without professional advice from a Chartered Town Planner. It is likely, therefore, that considerations may involve matters not properly restricted to planning considerations. City Council Members involved in such discussions should take specific care to qualify their views accordingly.

11. Lobby Groups

A Member of the Planning Committee who is a member of a lobbying group which has publicly expressed support for or against a planning application will need to consider whether they have a personal and prejudicial interest, and whether there is any other reason outside the Code (such as bias or predetermination) why they should not participate in the decision.

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Members are required to declare a personal interest if they are a member of a group that lobbies or campaigns about an issue that comes up for discussion or decision. However, a member will not have a prejudicial interest in a developer's planning proposals against which they and their lobby group campaigned if they or any other person or body in which they have a personal interest are not affected financially by the matter. It is not relevant for the purposes of the revised Code that the planning proposal will impact on the aims of the lobby or campaign group the member belongs to. The Code is focused on the actions of individuals and as such is about preventing improper personal advantage.

A Member who belongs to a general interest group, such as a local civic society, should disclose a personal interest where that organisation has made representations on a particular proposal, and should make it clear that the Member has reserved judgement and the independence to make up their own mind on each separate proposal.

Further guidance can be obtained from the Standards Board publication "Lobby groups, dual-hatted members and the Code of Conduct", and the Standards Board Occasional Paper "Predisposition, Predetermination or Bias, and the Code".

12. Contact by an Applicant Agent or Developer

It is inevitable that Planning Committee Members will be approached frequently by a variety of people during the planning process. It is therefore important that Members of the Committee are clear on the nature of the advice and the comments that they give.

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Members of the Planning Committee should avoid giving any commitment or the impression of any commitment or view that is held regarding any particular planning application yet to be determined or any matter that may result in the submission of a planning application. It is inappropriate for a Committee Member to meet with the Applicant or Developer to discuss the proposals. Instead they should be directed to the Head of Planning Services and his staff. Equally, any Member of the Committee requiring further information about the application should contact the Head of Planning Services and his staff.

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If a meeting or telephone call does takes place then Members of the Committee are advised to avoid comments which infer predetermination such as:

- 'I am completely against any development there'
- 'I am all for any kind of economic regeneration'
- 'The developer X normally builds to a high standard'

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Any significant contact with the applicant or other parties should be reported to the Head of Planning Services, explaining the nature and purpose of the contacts and the Member's involvement in them.

Recent national changes in the planning system have led the Government to encourage Member involvement in major planning applications. The department for Communities and Local Government stated in 2008 that "for large, complex development of strategic importance, Members should be engaged in the process".

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There may therefore be circumstances where officers of the Planning Service invite Members to participate in meetings regarding major, complex planning applications. These will be minuted by Planning Officers and will be likely to involve not just Members and the applicant/developer, but statutory planning consultees too.

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¶ Any significant contact with the applicant or other parties should be reported to the Head of Planning Services, explaining the nature and purpose of the contacts and the member's involvement in them

During such meetings, it is important that the decision-making function of Members is not compromised. Therefore, Members should not express views about the planning merits of the proposal that would lead to allegations of predetermination, nor should they engage separately with the Developer. Their attendance at the meeting is to enable them to be informed of the proposals and make suggestions (where necessary) about matters that they would like the future planning application to address. Any suggestions must be referred to the Head of Planning Services, so that these may be incorporated in officers' negotiations with the developer. To ensure that the final decision making process remains unfettered, under no circumstances should suggestions be made by members direct to the developer.

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13. Presentations by applicants/developers

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Where a meeting has been arranged by the Planning Service in respect of proposals of major, strategic importance, there is nothing to prevent members from attending. However, their attendance must be in accordance with paragraph 12 of this Protocol.

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Where planning proposals do not involve major, strategic development, a meeting between a Member or Members of the Planning Committee and the applicant or developer is unlikely to be facilitated by the Planning Service, and will almost certainly be unnecessary. In the rare circumstances where a meeting does take place between a Member and the applicant or developer, or where the developer makes a presentation specifically for members of the Planning Committee, it is essential that an officer is present and the meeting properly minuted. Any feedback from members should be to officers and not to the developer. The

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minutes of any such meeting or presentation should be reported to the Planning Committee prior to any decision being made.

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Where a public meeting is arranged by a developer to present a proposal to local residents or the local community, it is likely that an officer will not be present. Members of the Planning Committee may attend, but should do so only as observers, and should not express any formal or definitive views, whether asked to do so by the developer or by a member of the public.

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14. Approach by a Constituent

If a constituent approaches a Member about an application Members can give advice on planning procedure rules and policy so far as they are able but it is always advisable to direct the constituent to staff of the Planning Service in any event. When speaking to constituents Members must not give any impression of any commitment to the application itself.

15. Approach by a Non-Constituent

If a non-constituent approaches a Member, Members can advise the person on planning procedure rules and policy as far as they are able or alternatively ask them to contact their own Ward Member or the Head of Planning Services and his staff.

16. Disclosure of Information

It is important that Members are clear on what information is a matter of public record and what information is not. Details contained within the planning application are open to the public and the planning process and planning policies are all within the public domain. However, informal observations of the Planning staff will not be information available to the public. If a Member wishes to rely on the observations or comments of the officer then the Member must ask the officer if the information is of a public or confidential nature. If the Member intends to refer such information to a member of the public i.e. not a Council Member, they must make this clear to the officer.

17. Hospitality Offered to Members

It is advisable in all circumstances to simply refuse any hospitality. To accept creates the risk that there has been undue influence on the planning process. In the rare event that the hospitality of an estimated value in excess of £25 is accepted it must be registered as a personal interest under Paragraph 8 of the Council's Code of Conduct. It must also be declared as a personal interest at any meeting within the next three years where an item of business relating to the source of the hospitality is considered.

18. Lobbying of Planning Officers

Members must recognise that they are part of the organisation which employs professional staff who will make their recommendations on planning applications. Public confidence in the planning system is dependent on planning officers being able to reach open and impartial recommendations on applications, based on lawful planning considerations only, without being improperly influenced in reaching their conclusions by political pressure. Whilst it is entirely proper for Members to enquire about progress on applications and to ask for clarification about the reasons for any recommendation, they must take particular care to ensure that they do not give the impression of applying pressure to officers to make any changes to their recommendations. To do so would leave them open to accusations of applying inappropriate pressure in the form of lobbying.

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19. Lobbying of the Planning Committee by other Members

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Members should not give an impression of any commitment or view on the application itself and Planning Committee Members must consider all matters before forming a view. If the lobbying Member is an applicant the Committee Member must critically assess their relationship to the Applicant-Member. The test is to ask yourself 'is the relationship such that a reasonable person would consider that remaining in the Planning Committee meeting when the decision is made would give the impression of bias'. Simply being a member of the same political party does not necessarily equate to a personal or prejudicial interest but Members must ask themselves about their relationship, e.g. Are they close associates outside the political arena? Do they socialise with each other?

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20. Social Contact

Members of the Planning Committee should minimise their direct social contact with known developers and agents, especially when developments are contemplated or applications are being proposed or when controversial decisions are likely to be needed.

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21. Site Visits – Informal or Formal

Again, if Members of the Planning Committee, whether or not on a site visit, enter any premises which –

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- are the subject of/ affected by a planning application or
- are known to be likely to become subject to or affected by a planning application

for any purpose in connection with such an application/proposed application, the Members should be careful to use the inspection purely as a fact-finding exercise and not express any opinion on the merits of the application. Members must not give any kind of indication of what their views of the application are at this stage as they would be at risk of predetermining the issue.

It is recommended that a member of the Planning Committee should not enter a site which is subject to a proposal, other than as part of an official site visit, unless the member feels that it is essential to visit the site other than through attending the official site visit, and the member has first spoken to the Planning Officer about their intention to do so and why (which will be recorded on the file).

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22. Purpose of Formal Visits

The purpose of a Planning Committee site visit is to give Members the opportunity to see the prospective development site and to see it in context, in relation to the surrounding areas and the neighbouring uses. The Planning Officer will normally identify the site and make a short factual presentation explaining the proposed development and perhaps highlighting issues which initially prompted the site visit. The Planning Officer will answer, where possible, questions raised by Members.

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Site visits are not intended to pre-empt the debate. Questions should therefore relate to matters of factual information about the site, the development and the surrounding area rather than a detailed debate regarding the principle or merits of the proposal. Any detailed debate regarding the above should await the formal Committee meeting when all Members of the Committee and members of the public who attend can hear the arguments in a proper setting.

23. Public Attendance at Formal Site Visits

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Members will often be met by numbers of local residents at a site visit as they are often high profile cases which are under consideration. It is important that the Planning Officer or the Democratic Support Officer explains clearly the purpose of the site visit to residents before the site visit commences. Members of the public can listen to the officers' presentation but should not join in any subsequent discussion. Public views or objections will be fully presented or reported at the Committee meeting and should properly form part of the overall debate and discussion at that time.

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Members should avoid getting into individual dialogue with local residents, although it is appreciated this can be difficult to avoid. The Chairman can invite a spokesperson for the residents to answer any specific questions Members may have but this should not become a general debate about the proposal. If there is a request to visit the site from a particular position or location this can be undertaken at the Chairman's discretion. If it is agreed, all Members should accompany the Chairman if possible.

The applicant or his representative will also be invited to attend the site visit. They are present simply to answer any questions the Committee Members may have but should not address the Members on the general merits of the case. Again the Planning Officer or Chairman should explain this situation to the applicant or representative if necessary.

None of the above text on site visits is intended to stifle debate or prevent local residents from having their say. The proper place for such a debate is however at the Committee meeting when neighbour/local views will be properly reported and a proper discussion in a public forum can take place.

24. Ward Members Speaking at Planning Committee who are Not Members of the Planning Committee – Contact by the Applicant, Developer or Objector

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When a Ward Member speaks at a Committee it is important that they make it clear whose views they are expressing. Are they speaking for themselves only? Are they speaking on behalf of their Ward? Are they speaking on behalf of a group of residents? An important difference between Planning Members and Ward Councillors who are not Members of the Planning Committee is that Ward Members are permitted to express a view prior to entering the Council Chamber. Also, a Ward Member can inform other Members of their own view. If they are asked to meet with a party who has an interest in an application it should be made clear to that party that the Ward Member cannot lobby Members of the Planning Committee – they can inform the Members of their concerns etc but they cannot lobby.

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If the applicant/objector/third party asks for information Members should advise them to contact the Planning Service staff. The Ward Member can comment on how they would like the decision to be determined but must not give any impression of interfering with the normal democratic process. Comments like 'I will have a quiet word with the Chairman' 'the Group will all vote together' or 'it will be sorted' are unacceptable. They infer predetermination and interference, which at the very least is against an open and transparent planning system.

Instead the Member should make it quite clear that they are able to express an opinion to the Committee but the final decision will be made by the Members when they have considered all matters including the Local Development Plan.

When a non Planning Committee Member addresses the Committee, it is advisable that they disclose to the Committee any contact they have had with the applicant and/or agent and/or interested party. For example if a Ward Member meets with a developer and is in favour of an application they should state 'I am the Ward Member and I am here to represent my own views on this matter. I have spoken to the Developer and I have looked at the plans in detail.

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I am for the application and consider the benefits are ...'. Or 'I am the local Ward Councillor and I am here to represent the views of what I consider is the majority of the residents of my Ward. I have had numerous telephone calls and letters complaining about this. I have met with local resident groups and I am unhappy with the proposal before Members because ...'

A member of the Planning Committee may take the opportunity to exercise separate rights as a Ward Councillor where the Member has fettered his/her discretion to participate in the decision making. However, the Member should make it clear before commencement of the item that they are speaking in this capacity, and should remove themselves from the Committee seating area for the duration of that item.

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25. The Public Participation Process

With the introduction of the public participation process members of the public now have the opportunity to address the Planning Committee. Each individual has 3 minutes to speak. Ideally the person would refer only to planning issues. However realistically this is unlikely to occur and in practice they may refer to non-planning and development matters.

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Planning Committee Members need to sift through such presentations and concentrate on the planning and development considerations, distinguishing between issues that are and are not relevant to the planning decision. Issues that are not planning matters need to be dismissed or given very little weight, while planning and development issues should be taken into account and given great weight. Personal circumstances and financial details are rarely, if ever, determining issues. Members have to give proper weight to the Development Plan and other material considerations.

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As indicated above, a Member with a personal and prejudicial interest may take part in the public participation process, but must withdraw from the meeting immediately after they have addressed the Committee.

26. The Decision Itself

In accordance with Section 38(6) of the Planning and Compulsory Purchase Act 2004 a planning application made under the Planning Acts shall be determined in accordance with the Development Plan unless material considerations indicate otherwise.

Material considerations are anything that relates to the use and the development of land. "Material considerations must be genuine planning considerations, i.e. they must be related to the purpose of planning legislation, which is to regulate the development and use of land in the public interest." PPG1 para. 50. 'In the public interest' does not mean determining planning applications on the view of the local residents. Local opposition or support for a proposal is not in itself a ground for refusing or granting planning permission, unless that opposition or support is founded upon valid planning reasons which can be substantiated" para. 60 of PPG1.

If there is public opinion against an application then Members must ask themselves "are the objections based on planning grounds?" and if they are "is there evidence to support them?" If the answer to one or both of these questions is 'no', then Members should not permit the objections to determine the outcome.

A Member who is proposing, seconding or supporting a decision contrary to officer recommendations or the development plan should clearly identify and understand the planning reasons leading to this conclusion/decision. These reasons must be given prior to the vote and be recorded. It may be necessary to justify the resulting decision by giving evidence in the event of any challenge.

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27. Code of Conduct

This guide is ancillary to the Council's Code of Conduct and is designed to help Members understand their role in the Planning process. Its production is recommended by District Audit ('Probity in Planning').

28. Enforcement of the Protocol

Members need to be aware that this Protocol is for guidance. The breach of its terms will not necessarily result in the decision being invalidated, but may well lead to a decision being challenged. A breach of the Council's Code of Conduct may lead to a complaint to the Council's Standards Committee, and will be dealt with in accordance with the statutory procedure introduced by the Local Government and Public Involvement in Health Act 2007 and Regulations thereunder. A breach of this Protocol is not in itself a breach of the Council's Code of Conduct, but any complaint of a breach of the Protocol would be investigated by the Monitoring Officer and subsequently reported to the Standards Committee.

If Members have any concerns about the above they should contact the Head of Legal and HR and/or the Head of Planning Services.

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COUNCIL BUSINESS COMMITTEE**Consultation Response
The Lancashire Economic Strategy 2010
Framework of Priorities****12 November 2009****Report of Corporate Director (Regeneration)****PURPOSE OF REPORT**

To present to members a proposed response to the Lancashire County Council consultation on the Lancashire Economic Strategy 2010, Framework of Priorities.

This report is public

RECOMMENDATION

That members support the comments contained in the attached document and that this is approved as a formal response to Lancashire County Council's consultation on the Lancashire Economic Strategy 2010, Framework of Priorities

1. Introduction

- 1.1 Lancashire County Council has recently issued a draft version of the Framework of Priorities for its proposed Economic Strategy 2010 and is currently consulting with key partners. The council is included in the consultation exercise and officers have now considered the Framework of Priorities and prepared a draft formal response for members' consideration.

2. Proposal Details

- 2.1 Lancashire County Council's draft Framework of Priorities is timely, given current major challenges in the wider economy, a degree of uncertainty regarding future policy priorities at national and regional level and new and developing sub-regional arrangements, which are set to bring about changes in the way we all work together. The draft Framework of Priorities indicates Lancashire County Council's assessment of the economic priorities across the sub region and also expresses the intention for county council to seek to play a strategic leadership role for the sub region and to align its own resources with priorities.

2.2 Officers have reviewed the draft Framework of Priorities and are generally positive about Lancashire County Council's proposals. At this stage the proposals are quite high level but the view of officers is that discussions with Lancashire County Council over recent months have meant that the draft priorities broadly reflect local aspirations as identified in the district's agreed Economic Regeneration programme.

2.3 However, some comments have been drafted to request more detail on some points, that the role of Lancashire county Council and partners in strongly representing the sub region at regional, national and international level is emphasised and that specific reference is made regarding the development of stronger links across administrative boundaries, including Cumbria. The draft consultation response is attached to this report.

3 Details of Consultation

3.1 The draft Lancashire Economic Strategy 2010, Framework of Priorities has been reviewed by the Corporate Director (Regeneration) and a number of officers in Economic Development and Planning Services.

4 Options and Options Analysis (including risk assessment)

4.1 **Option 1. Respond to the consultation as set out in the draft response attached:** This allows the council to influence the development of sub regional priorities in line with the economic aspirations of the district. Economy is identified as a priority of the council and in pursuit of this it seems highly appropriate that the council plays a strong and active role in representing the interests of the district via strong engagement with sub regional and regional partners.

4.2 **Option 2. Amend the draft consultation response:** This allows members to include any additional, agreed comments to the draft consultation response.

4.3 **Option 3. Do not respond to the consultation:** The council can opt not to respond to this consultation but loses this opportunity to influence the way in which sub regional priorities for the next few years develop.

5 Officer Preferred Option (and comments)

5.1 The officer preferred option is Option 1.

6 Conclusion

6.1 This consultation process is welcomed as an important step in the development of the sub regional priorities and county council's engagement with partners. Lancashire County Council's draft priorities incorporate most of the key aspirations of Lancaster district. The draft consultation prepared by officers is therefore generally positive but suggests further clarification on some points, more emphasis on representation of Lancashire beyond the administrative boundaries and specifically requests that the potential for development of stronger links across administrative boundaries, including Cumbria.

The draft consultation response supports the district economic priorities as outlined in the Lancaster District Community strategy, which has been endorsed by Lancaster City Council.

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

Lancashire County Council will need to be guided by current standards and best practice for Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing

FINANCIAL IMPLICATIONS

As this is a Lancashire County Council strategy consultation, there are no specific financial implications at this time.

SECTION 151 OFFICER'S COMMENTS

The s151 officer has been consulted & has no comments to add

LEGAL IMPLICATIONS

There are no known legal implications as a result of this consultation by Lancashire County Council.

MONITORING OFFICER'S COMMENTS

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

BACKGROUND PAPERS

Lancashire Economic Strategy 2010, Framework of Priorities
Lancaster City Council draft consultation response to Lancashire Economic Strategy 2010, Framework of Priorities

Contact Officer: Anne Marie Harrison
Telephone: 01524 582308
E-mail: amharrison@lancaster.gov.uk
Ref:



LANCASTER CITY COUNCIL CONSULTATION RESPONSE

ON

THE LANCASHIRE ECONOMIC STRATEGY 2010

FRAMEWORK OF PRIORITIES

OCTOBER 2009

1. Lancaster City Council welcomes the opportunity to comment on the proposed Framework of Priorities for the Lancashire Economic Strategy 2010. We believe that the proposals are timely and provide a clear statement of intent with the potential to hold together sub regional priorities and a cohesive approach to economic development and regeneration. This is particularly important at a time when there are major challenges in the wider economy, a degree of uncertainty regarding future policy priorities at national and regional level and new and developing sub-regional arrangements are set to bring about changes in the way we all work together.
2. In general terms, we believe the Framework of Priorities indicates a clear, purposeful approach, reinforced by an emphasis on the civic leadership role of Lancashire County Council for the whole of Lancashire. We welcome the intention to ensure strategic links between transport, housing and education and believe that this will support the development of more holistic priorities, clarifying the sub region's messages as part of the "single conversation" with government at regional and national level.
3. Following from this, we would like to see stronger, clearer references to the role that Lancashire County Council and its strategic partners can play in representing the interests of the sub-region at regional, national and international levels. Given the potential and aspirations of the Lancashire sub-region, challenged by emerging policies and inevitable financial constraints, it is vital that we all understand the context in which we are working and what opportunities exist for us, so that we can take the maximum opportunity to gain involvement and influence at all levels. The Lancashire Economic Strategy 2010 should be able to indicate how this aspiration can be achieved by the Lancashire partners.
4. Recognition of the importance of the private sector is emphasised in the proposals and we strongly support this. However, we urge Lancashire County Council to ensure that engagement with, and understanding of, the views and needs of the private sector is broad enough to be representative of major employers, businesses in specific growth sectors and the multitude of small businesses that make up our local economies. As

part of the developing MAA arrangements we welcome the opportunity to facilitate engagement with and support for businesses across the district of Lancaster.

5. We welcome the references to partnerships and MAA arrangements, which run through the proposals and we assume that partnership working with other local authorities in the sub-region is implicit in this. However, we would like to take the opportunity to emphasise the role and contribution of local authorities, which bring to the table a local democratic mandate, a strong understanding of needs and opportunities, valuable local contacts and partners and delivery capability.
6. We believe that the priorities identified in the framework provide a good representation of the key opportunities of the Lancaster district but although we note the inclusion of regional parks and 'Energy Coast' we would like to see specific references to the development of stronger links across administrative boundaries, particularly Cumbria.
7. In this respect the reference to "Spatial" in para. 1.9 requires clarification. The report should articulate a spatial vision for the sub-region and MAA areas and clarify what is trying to be achieved in spatial terms – e.g. develop a North-South knowledge growth corridor, a regenerated coast based on tourism/environment/energy. It should also set out how we will develop external linkages with Manchester, Merseyside, Yorkshire, regional ports and airports and Cumbria. Similarly, in terms of the visitor economy offer, we should aim to develop synergies with neighbouring attractors such as the Lake District and Yorkshire Dales National Parks.
8. The Shared Priorities for Action refer to "Lancashire's seven strategic development opportunities" and we assume that Lancaster Science park is included as a Regional Strategic Site. Given the recent reviews of strategic sites and the agreement of priorities within MAA's, we suggest that, at this stage, it might be helpful to identify the seven priorities for clarity.
9. We strongly welcome the County Council Priorities for Action, which suggest that Economic Development is a priority and that Lancashire County Council will use its influence and align its resources to support the Lancashire sub-region's economic aspirations. We are very supportive of the intentions expressed, which indicate that the county council will take a focused and deliberate approach to ensuring that policy and service delivery are consistently lined up with economic priorities.
10. We note with interest the approach to strategic land assembly and disposal of assets, which reflects some new and different thinking. Whilst we recognise that such arrangements can be complex to develop, there are potentially significant long term benefits and we support the county council intention to review these opportunities. We look forward to further information in due course on the private sector leadership team, the future focus of LCDL activities and the business finance schemes.
11. On the whole, we believe the proposals are positive and the key principles embodied in them are right for the future and we look forward to working with Lancashire County Council and our other partners across the sub-region to contribute to the long term economic growth and prosperity of Lancashire.

The LANCASHIRE ECONOMIC STRATEGY 2010

FRAMEWORK of PRIORITIES

A NEW AGENDA FOR LANCASHIRE COUNTY COUNCIL

DRAFT FOR CONSULTATION WITH KEY PARTNERS

1. Introduction

- 1.1 Lancashire County Council is seeking the views of key partners on its Framework of Priorities, as these are expected to form the basis of the County Council's new Economic Development Strategy, which will be launched in early 2010.
- 1.2 The County Council believes, as the strategic leader of Lancashire, it is important that it shares with key local, regional and national partners, across all sectors, its early thinking and priorities on this issue.
- 1.3 The County Council is also keen to develop stronger relationships with private sector wealth creators, and to understand better how the Council and other public sector agencies can work with entrepreneurs and employers to deliver greater prosperity for the Lancashire Sub-Region.
- 1.4 The County Council's new Economic Development Strategy will provide the stimulus for constructive dialogue and the development of shared priorities for action, in conjunction with public and private sector leaders.
- 1.5 This draft Framework sets out the economic development priorities that the County Council aims to achieve in partnership with others, and the key actions it will take itself to support and accelerate the achievement of these objectives.
- 1.6 The new Strategy, once agreed, will provide the overarching framework that will direct the County Council's approach to economic development issues over the next three-years. It is also intended to be of value to local authority partners within the County, and also our partners in neighbouring Blackpool and Blackburn with Darwen.
- 1.7 The County Council is playing an active leadership and development role in all three of Lancashire's Multi-Area Agreements (MAAs), in Pennine Lancashire, the Fylde Coast, and Mid Lancashire, and views these frameworks as vital to success of the Lancashire Sub-Region. Accordingly, it is important that local partners understand how emerging MAA priorities will be reflected within the Council's new Economic Development Strategy.
- 1.8 We also believe the Strategy will make a significant contribution to the emerging Sub-Regional Integrated Strategy for Lancashire, and the new

Integrated Regional Strategy, which is being prepared by the North West Regional Development Agency.

- 1.9 The County Council's draft Framework of Priorities is structured around five strategic priorities, which we think are critical to Lancashire's future economic success, namely:
- i. Economic Growth, Knowledge and Innovation;
 - ii. Spatial;
 - iii. Skills and Employment;
 - iv. Infrastructure; and
 - v. Partnership Development.
- 1.10 The draft Framework also identifies 15 key priorities that relate directly to the County Council alone, and these will be embedded within the agreed Strategy.
- 1.11 The County Council has not commissioned new research to support the development of its emerging Strategy, but we have drawn extensively from available evidence to support our analysis of economic priorities.
- 1.12 We believe that this evidence-base will place Lancashire in a good position to meet the expected new statutory duty on Councils to prepare robust local economic assessments, which is expected to be in place by April 2010.
- 1.13 The County Council welcomes the views and comments of key partners on the draft Framework, and, in particular, if they agree with the Council's assessment of Lancashire's economic prospects, and whether the priorities identified are the right ones for Lancashire as a whole.

2. Current and Future Economic Prospects

- 2.1 The worst effects of the economic recession may be receding, but growth prospects could be subdued over the short-to-medium term, with national public finances taking many years to recover following initiatives to stem the collapse of the global banking and financial system.
- 2.2 In Lancashire, the County Council has worked with partners to mitigate the worst impacts of the recession on hard-pressed businesses, families and individuals, and this focus will continue for the next year or so.
- 2.3 However, the County Council's new Economic Development Strategy takes a longer-term view of Lancashire's economic prospects.

- 2.4 The Lancashire Sub-Region is one of the largest economies in the North of England, and in the North West generates a level of economic activity that is second only to the Manchester City-Region.
- 2.5 However, there is no room for complacency or indecisive action. Over the last three decades, Lancashire's economic performance has consistently declined, in relation to key national benchmarks, and, notably, when compared to the progress made by neighbouring City-Regions, especially Manchester.
- 2.6 The process of economic restructuring in Lancashire is clearly far from complete, but in our analysis there is considerable evidence to indicate that Lancashire's future economic prospects are robust.
- 2.7 We believe that strong and inclusive civic leadership, underpinned by strategic economic partnerships and frameworks that command the support and confidence of private sector partners, will enable Lancashire to reclaim its rightful position, as one of the UK's most important economic centres, over the next 10 years.
- 2.8 Lancashire's economy supports a growing number of world class companies in different sectors. We must all do more to support them and exploit their continued success to attract new, high growth sectors, whilst also promoting innovation-led growth within the local business-base.
- 2.9 There is evidence that a number of our world class companies are embarking on major investment programmes of national significance.
- 2.10 We also have University assets that only Manchester can match or better in the North of England, but we must work harder to ensure that these centres of learning and research contribute to the growth of Lancashire and the wider region.
- 2.11 Too many of our residents are still not equipped with the skills needed to access new employment opportunities, but our education and skills-profile is still strong compared with the North West. However, we need to grow and attract the higher-value growth sectors where Lancashire has real competitive strengths or potential, including aerospace, nuclear, energy & environmental technologies, creative & digital, and business & professional services, whilst also working harder to retain our graduate talent and develop our high-skilled resident-base.
- 2.12 Lancashire is well-connected, with good links to national motorway and rail networks and Manchester Airport. It also possesses a well-developed digital infrastructure. To remain globally competitive, Lancashire must further improve its broadband networks by exploiting the public sector infrastructure that is already in place, and by developing new partnering arrangements with private telcos, where appropriate, to help deliver greater economic, social and public service benefits.

- 2.13 Lancashire must also become better at competing for any new public investment that may be available to deliver major transport schemes critical to our future success, including the long-term prospect of a high speed rail link in Preston/Central Lancashire, for example.
- 2.14 There is much untapped economic potential in Preston (and wider Central Lancashire) and Lancaster, in particular, which can lift the long-term growth prospects of Lancashire as a whole. Over the next 10 years, we will expect these locations to become focal points of regional importance for higher-value growth.
- 2.15 The County Council's desire to see these places realise their economic potential does not mean that our focus on other major opportunities, in Pennine Lancashire or along the Fylde Coast, will be reduced nor regeneration frameworks in these areas undermined.
- 2.16 Lancashire must realise its true potential, and we must all work to ensure that the benefits of prosperity are shared and enjoyed by all Lancashire's residents and communities.
- 2.17 To this end, we view Lancashire's three new and emerging MAA frameworks as central to unlocking and connecting places of opportunity and need, over the coming years. However, we must all recognise that only certain locations can deliver the scale and quality of sustainable growth that is required, and we must all work harder at linking communities in need with places of opportunity.
- 2.18 Our analysis confirms the view that Lancashire's economic prospects are strong, with the ability to deliver the following key outcomes over the next 10 years, including:
- * New economic activity (GVA) valued at £3 Billion, underpinned by private investment plans worth around £4 billion;
 - * The creation of nearly 40,000 new jobs, with more than 15,000 new jobs in higher-value sectors;
 - * A rate of GVA per head that matches or out-performs the national average;
 - * Employment gaps in our communities in greatest need reduced to the national average; and
 - * Improvements in the quality of our collective strategic leadership that enable Lancashire, as a whole, to become recognised as a destination of choice for businesses, investors, visitors, students and residents alike.
- 2.20 The remainder of this document aims to identify the key priorities for action that flow from the analysis above.

3. Shared Priorities for Action

- 3.1 The County Council recognises that national public finances are likely to remain in a poor state for many years to come, therefore, it is highly unlikely that any major public investment streams will be made available (in the short-to-medium term) to the County Council, or the Lancashire Sub-region, to support the delivery of our economic priorities.
- 3.2 We must therefore compete more effectively for the resources that are available, whilst positioning ourselves to take advantage of any changes in way national and regional economic development delivery arrangements are structured.
- 3.3 With this in mind, our draft Strategy is designed to provide a clearer focus on those priorities that will make the most difference, in terms of delivering a step-change in the long-term economic performance of Lancashire.
- 3.4 The County Council can clearly not deliver these priorities alone, but it can provide strategic leadership and support to help make the progress required, and will seek to work with all those partners committed to improving the future prospects of Lancashire.
- 3.5 Below are the five strategic priorities, which the County Council believes are central to Lancashire's future success.

i. Economic Growth, Knowledge and Innovation

1. We need to ensure that Lancashire's seven strategic development opportunities of regional importance are advanced and sequenced to accelerate the sustainable growth of the region as a whole.
2. Lancashire's three MAA frameworks, and, in turn, new and emerging Economic Development Companies, must bring forward strategic development programmes that focus on delivering the scale and quality of sustainable growth required.
3. We must unlock Lancashire's growth potential as a location for nuclear and other energy sectors, by taking advantage of our natural environmental assets, supporting the plans of our industry leaders, and promoting University R&D in these high growth sectors.
4. We must ensure that Lancashire's competitive advantage in advanced manufacturing is enhanced, with a clear focus on meeting the economic needs of the aerospace sector, and other important manufacturing sub-sectors, including, environmental technologies, automotive, construction, food and medical.
5. We must ensure that Lancashire's deficit in knowledge-based and creative sectors is bridged by supporting University-led incubation and

spin-out opportunities, re-targeting public-sector business support services on higher value sectors, the provision of risk capital, where appropriate, and working with the developer/investor community to bring forward the business accommodation that is needed.

6. We must strengthen linkages with major regional developments, including Mediacity:UK and the emerging Energy Coast initiative.
7. We must improve Lancashire's visitor economy offer, including city-based, market town, heritage, coastal resort, sports and regional park assets/opportunities, whilst maximising the benefits of hosting major national and regional events, including the British Open and Preston Guild in 2012.
8. We must work together to ensure that Lancashire's economic growth priorities focus on positive action on mitigating the impacts of climate change, and help generate low carbon technology innovations that can help create a carbon neutral economy.

ii. Spatial

1. Ensure that Preston (and wider Central Lancashire) realises its full potential as a location that can spearhead Lancashire's emergence as a major centre for learning, financial & professional services and retail.
2. Maximise opportunities for Preston (and wider Central Lancashire) and Blackpool & the Fylde Coast to consolidate and grow as locations for Government and Agency-based institutions.
3. Ensure Lancaster Science Park is successful, and that Lancaster University, and the City of Lancaster as a whole, realise their "science city" and heritage tourism potential.
4. Work with partners to ensure that major public investment programmes (in housing, schools, FE/HE institutions, enterprise, transport and health) in Pennine Lancashire deliver the transformational regeneration outcomes required.

iii. Skills and Employability

1. Establish three private sector-led Employment and Skills Boards (ESBs), in line with Lancashire's three MAA footprints, to ensure that current and future skills demands are more closely addressed by education, employability and training providers.
2. Work through the ESBs to ensure that Lancashire has the right supply of high level skills (Level 4+) to meet current and future economic demands, with a focus on retaining graduates in high growth sectors.

3. Work through the ESBs to integrate mainstream approaches for residents who have recently lost their jobs and those who are long-term economically inactive.
4. Work through the ESBs to reduce unemployment in areas in acute need.
5. Work through the ESBs to ensure that employers make the most of local apprenticeships and graduate internships, and continue to up-skill their workforces to Level 2 and beyond.
6. Work through the ESBs to ensure that major public sector partners become exemplary employers, in their use and progression of apprenticeships, and in the recruitment of "hard-to-reach" residents.
7. Work through the ESBs to provide timely market analyses of employer skill demands, which will help to inform the commissioning processes of the emerging Lancashire Sub-Regional 14-19 Group.

iv. Infrastructure

1. Ensure that major infrastructure priorities, including transport, energy and green infrastructure, reflect the needs of private sector partners and Lancashire's economic priorities.
2. Exploit Lancashire's digital infrastructure, which includes extensive school and library broadband networks, University and other key public sector ICT networks, as well as partnering with private telcos, to help unlock our full economic potential and reduce rural not-hotspots.
3. Ensure that the housing ambitions and priorities of Pennine Lancashire and the Blackpool & Central Lancashire Housing Growth Point are complementary and help to deliver the sustainable growth potential of Lancashire, as a whole.
4. Ensure that Lancashire's major transport projects, including the Fylde Coast Tramway Upgrade, Heysham Motorway Link and Pennine Reach scheme, are delivered on time.
5. Ensure that Lancashire's new and emerging Local Transport Plan (LTP3) supports agreed economic priorities, and that major transport proposals are able to compete for any new public investment, which may become available in the coming years.
6. Work to establish a high-speed rail station/interchange in Preston/Central Lancashire, as part of emerging national proposals to upgrade the West Coast Rail Line, which is also capable of delivering improved East-West connectivity for communities in Pennine Lancashire and Blackpool & the Fylde Coast.

v. Partnership Development

1. Work to ensure that Lancashire's sub-regional economic partnership is fit for purpose, relevant to the needs of business, and can integrate the priorities of new and emerging MAA frameworks.
2. Develop stronger relationships with partners in neighbouring City-Regions, especially Manchester and Liverpool, to help realise opportunities for greater cross-boundary working.
3. Work to ensure that the Lancashire Brand is developed and positioned to help attract and retain the strategic investors, occupiers, highly skilled professionals & graduates, and high income visitors that are needed.
4. Establish and strengthen economic, trade and University linkages with potential partners in India, China and USA, where these can contribute to the future success of Lancashire.

4. County Council Priorities for Action

- 4.1 The County Council recognises that its Economic Development Strategy, if it is to be credible, must also identify the specific actions that it will take to contribute to the achievement of the priorities it has identified.
- 4.2 To this end, the County Council is committed to re-focusing its strategic influence, capacity and relevant core services to promote the economic prosperity of Lancashire, and to deliver improved outcomes from the resources it deploys. The Council therefore intends to:
 1. Become more business friendly, ensuring that planning and other regulatory services are responsive to needs of business customers, for example, and receptive to new ways of working with the business community to secure priorities of mutual benefit.
 2. Establish a private sector leadership team to advise the Council on its strategic economic development priorities, and also provide advice on wider service delivery issues.
 3. Use its strategic and community leadership role to ensure that new and emerging sub-regional economic partnership arrangements help to secure a step-change in Lancashire's performance.
 4. Continue to play its full part in progressing agreed MAA priorities, and support the work of new Economic Development Companies in delivering key actions.
 5. Re-focus the activities of Lancashire County Developments Ltd to fully reflect the priorities within the Council's new Economic Development Strategy.

6. Review the function and operation of Rosebud and micro-finance programmes, and target investment activity on higher growth sectors.
 7. Ensure that its strategic planning, housing, schools, transport and highway policy and investment frameworks fully support the achievement of Lancashire's economic priorities.
 8. Use its leadership of the emerging Lancashire Sub-Region 14-19 Group to ensure that existing and newly commissioned education and learning provision is relevant to current and future economic demands.
 9. Ensure that Lancashire Education Business Partnership provides high quality work experiences for all Lancashire's young people, and helps them make appropriate choices regarding future career paths and/or business start-up opportunities.
 10. Secure the support of business leaders in shaping educational curriculums, championing schools and school improvement programmes, and advising on wider transformational programmes, including Building Schools for the Future, to ensure our young people have the ambition and requirements to take advantage of current and future economic opportunities.
 11. Ensure that the Council's Adult Community Education Service is increasingly focused on equipping residents with the confidence and skills needed to access current and future job opportunities.
 12. Maximise the local economic benefit generated by the Council's procurement activities, without compromising VFM or service quality standards, by working more closely with local businesses/business networks on explaining and streamlining our procurement processes.
 13. Play an active role in strategic land assembly, where this is appropriate, and give consideration to the disposal of assets at nil/reduced value, where this can secure comprehensive regeneration benefits for Lancashire.
 14. Exploit key assets more intensively, including our school and library broadband networks, to help deliver wider public service benefits and economic gains.
 15. As an exemplary employer, expand our approach to apprenticeships, graduate internships, as well as pre-employment initiatives aimed at those residents in greatest need, within a framework that is consistent with the workforce development and operational needs of the Council.
- 4.3 As a result of the above, the County Council expects a range of key outcomes to be achieved, over the next three-years, including:

- * Re-focused business support services working intensively with 200 local companies in higher-value growth sectors;
- * Investment in 50 new companies in higher-value growth sectors;
- * More than 3,000 workless young people (aged 16-25) successfully moved into sustainable employment, training or learning.
- * High quality work placements and entrepreneurship experiences provided to 40,000 young people each year across Lancashire;
- * 30% of the County Council's annual £1 billion procurement programme sourced from companies located in Lancashire, without compromising VFM, competition rules or service quality considerations.
- * Council apprenticeships, internships and pre-employment programmes for target groups of residents, to provide 400 opportunities each year for local people, in line with the Council's workforce development and operational requirements.

5. Next Steps

- 5.1 The County Council now welcomes the views of partners on its draft Framework of Priorities.
- 5.2 The County Council will be actively seeking the views of key partners over the coming weeks, but the deadline for final comments is 18 November 2009.
- 5.3 All comments and views should be sent to Martin Kelly, Director of Economic Development, in the Office of the Chief Executive, at Lancashire County Council, via email at martin.kelly@lancashire.gov.uk.
- 5.4 The County Council intends to agree the final version of its new Economic Development Strategy in December, with a view to launching the Strategy in early 2010.

COUNCIL BUSINESS COMMITTEE**Consultation Response –
Reform of Council Housing Finance
12 November 2009****Report of Corporate Director (Community Services)****PURPOSE OF REPORT**

To consider the response sent to the Department of Communities and Local Government to the Reform on Council Housing Finance consultation paper

This report is public

RECOMMENDATIONS

- (1) That the response dated 23 October 2009 sent to the Department of Communities and Local Government on the reform of council housing finance be confirmed.

1.0 Introduction

- 1.1 On 21 July 2009, Communities and Local Government (CLG) issued a consultation paper 'Reform of Council Housing Finance'. The reforms propose a fundamental dismantling of the current Housing Revenue Account subsidy system and its replacement with a devalued system of responsibility and funding. The consultation details are complex and potentially far reaching. The proposed devalued self-financing model will remove the need to redistribute revenue nationally – currently our Housing Revenue Account contributes about £1.3m a year to the national 'pot'. However, there is likely to be cost to moving to a new system. The historic debt accumulated by Housing Authorities (currently in excess of some £18bn) is proposed to be redistributed across all Housing Authorities. How this is allocated and the repayment liabilities will be critical in moving to a sustainable model for council housing. Officers have attended a number of seminars trying to understand the complexities and potential impact of the proposals and have submitted a draft response (see appendix 1) to meet the CLG deadline.

2.0 Proposal Details

- 2.1 The full consultation document can be viewed on <http://www.communities.gov.uk/publications/housing/councilhousingconsultation>. There are 17 questions posed as part of the consultation and the questions and our

officer responses are attached. The document is financially technical and – as can be seen from our suggested response – the further questions about the proposed reallocation of debt and repayment options are critical to affordability for this council.

3.0 Details of Consultation

3.1 This is a wide ranging consultation exercise with responses being submitted from many representative organisations, e.g. Association of Retained Council Housing, as well as individual councils. At this stage it is not clear how or when CLG will respond to the consultation comments it has received. It is clear that this is a fundamental reform proposal and we need to monitor developments closely to assess the likely impact on our 30 year housing business plan.

4.0 Options and Options Analysis (including risk assessment)

4.1 The options are

- to endorse the consultation comments already sent to CLG
- to withdraw those comments
- to amend the comments already sent

In terms of an analysis of these options, the reality is that they will be considered along with many other considered replies.

5.0 Conclusion

5.1 The current housing revenue account subsidy system needs fundamentally reviewing but the current proposal on reallocation of debt and its repayment methods are critical to the adoption of any new financing system. The current aim is to move towards implementation in 2012/13 so any changes will be in the context of the 2010 Comprehensive Spending Review and a new government.

CONCLUSION OF IMPACT ASSESSMENT

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

Some of these are considered in the response to the document. The main impact will be on the sustainability of our council housing business plan.

FINANCIAL IMPLICATIONS

None as a direct result of this response, though clearly the actual outcome of the consultation could have major implications for the Council. These are not quantifiable as such at this time, however - more detail is needed.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and her comments are reflected in the response attached

LEGAL IMPLICATIONS

None as a direct result of this response

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

Contact Officer: Peter Loker
Telephone: 01524 582501
E-mail: peterloker@lancaster.gov.uk
Ref: reports/councilbusiness/02

APPENDIX 1

Response to the Consultation Paper on the Reform of Council Housing Finance

Core and Non Core Services.

- 1. We propose that the HRA ring fence should continue and, if anything, be strengthened. Do you agree with the principles for the operation of the ring fence set out in paragraph 3.28?*
- 2. Are there any particular ambiguities or detailed concern about the consequences?*

Response.

The Council strongly supports the view that HRA resources should be used for spending on landlord services. We therefore welcome any proposal to strengthen the ring fence and clarify any grey areas (such as the maintenance of open spaces and the operation of the Housing Register). We would also welcome any tightening of the definitions of what can legitimately be charged to the HRA (septic tanks in rural areas are of particular concern).

We believe that the suggested “who benefits” test is the right way to move forward. Inevitably however, if these proposals are to be introduced, they will result in significant funding issues for the General Fund in many authorities (including our own) and therefore this would need to be taken account of in future funding settlements, if further cuts to General Fund services are to be avoided.

Standards and Funding.

- 3. We propose funding the ongoing maintenance of lifts and common parts in addition to the Decent Homes Standard. Are there any particular issues about committing this additional funding for lifts and common parts, in particular around funding any backlog through capital grant and the ongoing maintenance through the HRA system (as reformed)?*
- 4. Is this the right direction of travel on standards and do you think the funding mechanisms will work or can you recommend other mechanisms that would be neutral to government expenditure?*

Response.

The Council welcomes the proposed additions to the Decent Homes Standard definition. We would in fact argue that the proposals don't go far enough. All our stock has met the DHS for a number of years. For our tenants, the priorities for increased investment are now mainly environmental issues – boundary treatments, communal parking areas, security lighting etc, and also disabled adaptations. We believe therefore that a more comprehensive review of the DHS is required. Of course, any changes to the Standard would be sustainable only if funding is made available to support the additional work.

Leaseholders.

- 5. We propose allowing local authorities to set up sinking funds for works to leaseholders' stock and amending the HRA rules to permit this. Will there be any barriers to local authorities taking this up voluntarily, or would we need to place an obligation on local authority landlords?*

Response.

The council welcomes the proposed introduction of sinking funds as they provide a valuable tool for managing future major repair costs. It is our view that any resistance to their establishment would come from leaseholders and not local authorities. It would therefore be preferable for sinking funds to be obligatory so that leaseholders would not have an opportunity to opt out. It is also noted that the proposals relate to **future** sales only. If implemented therefore, councils will need to produce two different sets of certified annual statements – one for existing leaseholders and one for new sales (which would include sinking fund calculations). This would undoubtedly increase the administrative burden faced by councils and any proposals should aim to mitigate these.

Debt.

6. We propose calculating opening debt in accordance with the principles set out in paragraphs 4.22 – 4.25. What circumstances could lead to this level of debt not being supportable from the landlord business at national level?

7. Are there particular circumstances that could affect this conclusion about the broad level of debt at the district level?

8. We identified premia for repayment the market debt as issues that would need to be potentially adjusted for in opening debt. How would these technical issues need to be reflected in the opening debt? Are there any others? Are there any other ways that the issues could be addressed?

9. We propose that a mechanism similar to the Item 8 determination that allows interest for service borrowing to be paid from the HRA to the General Fund should continue to be the mechanism for supporting interest payments. Are there any technical issues with this?

10. Do you agree the principles over debt levels associated with implementing the original business plan and their link to borrowing?

11. In addition to the spending associated with the original business plan, what uncommitted income might be generated and how might councils want to use this?

Response.

In principle, the council would support the redistribution of current debt as a reasonable means of developing viable long term self financing business plans. However, we would be concerned if, by taking on too much debt, it would reduce our ability to meet tenants' aspirations and maintain our stock to a high standard. We would be strongly opposed to the overall allocation of more debt than is currently within the system nationally.

Potentially, this could lead to unsustainable business plans and a reliance on future capital grants which can't be guaranteed. We would also support the continuation of Supported Capital Expenditure Allocations converted into future capital grants as an appropriate contribution by the taxpayer to the long term sustainability of council housing neighbourhoods.

Whilst the council supports the principle of debt redistribution, the calculation for determining the value of each authority's likely debt appears to be based on a number of factors:

- 30 year rental stream based on HRA subsidy guidelines.
- 30 year management and maintenance also based on subsidy guidelines, uplifted by an average of 5%.
- 30 year MRA , uplifted by an average of 24%.
- A discounted rate of 7%.

There are however a number of serious concerns relating to these assumptions:

- There is no degree of certainty in respect of future rent levels. What are the current views on convergence and what will future policies look like?
- The 5% uplift on management and maintenance is welcomed, but it still leaves local authorities 5% lower than housing association expenditure.
- The uplift of 24% for the MRA falls substantially short of the absolute minimum 43% identified as necessary by the BRE, and many authorities (including our own) have formally agreed a local standard with tenants which exceeds Decent Homes. Most authorities are experiencing problems in funding the ever increasing number of disabled adaptations, and the estimated national backlog now stands at £5 billion. The council believes that funding of adaptations should be mainstreamed into MRA calculations (and not be reliant upon windfall capital receipts as is being proposed).

The NPV approach clearly relies upon a number of questionable assumptions. If these prove to be inaccurate over time, it will be difficult to manage the HRA, especially as under existing legislation, it is unlawful to have a negative balance and government help would therefore be necessary.

The assumption is that Lancaster is likely to gain debt so the question of premia for debt repayment would not be applicable. However, we agree that this would certainly need to be addressed as, undoubtedly, many redemptions will require the payment of a premium which may be substantial. Approximately one quarter of the debt nationally is with the markets (rather than the PWLB), and redemption costs may be very high, or in some cases, not permissible. It would be inappropriate to expect authorities to accommodate all associated premia and redemption costs, and the council feels that all costs associated with debt adjustment must be borne by government.

As the Council consolidates all its debts, it charges an average rate of interest (CRI) to the General Fund and the HRA. An increase in debt as a result of self financing is likely to affect the CRI which will impact either

negatively or positively on the General Fund, with an equal but opposite impact on the HRA. Making an adjustment to the opening debt appears to be a complex way of addressing this issue, therefore allowing authorities to calculate a separate interest rate for General Fund and the HRA may be more appropriate, but this would need to be done in a way that was fair to both tenants and council taxpayers.

The fact remains that the change to self financing does not remove the requirement of authorities to comply with the Prudential Code when considering new borrowing.

Yet the proposals in the consultation paper appear to conflict with the stated purposes of self financing and prudential borrowing. Local authorities should retain their income and have full autonomy as to how it should be spent and also retain the freedom to borrow as long as they can afford the capital financing costs. If prudential borrowing following self financing were to be constrained then that may constrain the Councils ability to sustain the housing stock and the housing service.

Capital Receipts.

12. We have set out our general approach to capital receipts. The intention is to enable asset management and replacement of stock lost through the Right to Buy. Are there any risks in leaving this resource with landlords (rather than pooling some of it as at present)?

13. Should there be any particular policy about the balance of investment brought about by capital receipts between new supply and existing stock?

14. Are there concerns about central government giving up receipts which it currently pools to allow their allocation to the areas of greatest need?

Response.

It is difficult to understand how, if self financing is to be introduced, the pooling of receipts can be justified. If 100% were to be retained for housing purposes, the need for future borrowing would be reduced. Discretion on how to use receipts must remain fully with the local authorities and should be clearly set out in their business plans. It should also be noted that the number of RTB sales has fallen significantly in recent years. In Lancaster we sold only two properties last year and, in the first six months of this year we have sold just one. As a source of future income, capital receipts would be minimal and could therefore not contribute significantly to resolving the problem of funding adaptations in the local authority sector. As previously stated, the issue of funding future adaptations needs to be addressed within the initial debt redistribution calculations.

Equality Impact Assessment.

15. Would any of our proposed changes have a disproportionate effect on any particular groups of people in terms of their gender or gender identity, race, disability, age, sexual orientation, religion or (non political) belief or human rights?

16. What would be the direction (positive or negative) and scale of these effects and what evidence is there to support this assessment?

17. What would be necessary to assemble the evidence required?

Response.

The proposal that disabled adaptations be funded from future capital receipts would mean that each authority's ability to resolve the housing needs of disabled tenants would be reliant upon the completely unrelated level of demand for RTBs in their area. Councils with high levels of RTB would be better placed to meet the needs of their disabled tenants than other councils (such as Lancaster). Equality could only be assured by including future adaptation requirements within the initial debt redistribution calculations.

COUNCIL BUSINESS COMMITTEE**Local Councillor Shadowing Programme
12 November 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

This report provides further information to assist the Committee in taking its final decision regarding the request from 'The Youth of Today' to participate in the Local Councillor Shadowing Programme.

This report is public

RECOMMENDATION

That Council Business Committee consider whether or not the responses and new information from The Youth of Today presented in this report are satisfactory before approving its in principle decision that the Council participate in the Local Councillor Shadowing Programme.

(1) Background

At its meeting on 3 September 2009, the Committee considered a report accompanying a request which had been received from 'The Youth of Today', a consortium of leading youth organisations including the British Youth Council. The request explained that the consortium is working to increase the quality, quantity and diversity of opportunities for young people as leaders of change in their communities.

The initiative includes the Local Councillor Shadowing Programme, which was explained in the covering letter attached to the report (attached again for information at Appendix A).

The Committee raised a number of queries whilst considering the report and resolved:-

"That the Council's participation in 'The Youth of Today' Local Councillor Shadowing Programme be approved, in principle, subject to further information and satisfactory responses to the queries raised."

(2) Queries and responses

The queries raised were:-

- (a) *Who selects/how are the young people selected for the programme? Will they be willing volunteers or young people who are told to go on the programme?***

The Youth of Today has now explained that the selection of young people will be done by the Council itself and sent a full explanation of what is expected (attached at Appendix B).

This is a factor which the Committee was not aware of when it made its in principle decision for Council to participate in the scheme at the September meeting. It would create resource implications for the Council in terms of officer time, for example approaching schools and promoting the programme to local youth organisations to find suitable young people. This is discussed further in the financial implications.

(b) Participating Councillors will have to undergo a Criminal Records Bureau (CRB) check. Is the £120 bursary provided with each young person intended to cover the cost of CRB checking the Councillor?

The Youth of Today has confirmed that there will be no additional funding to cover the cost of CRB checking Councillors taking part. The cost of a CRB check is currently £36 for an enhanced check and £26 for a standard check. An enhanced check would be required for this activity in line with the Council's policy and the Youth of Today's recommendation (see below).

(c) If a Councillor who has already been satisfactorily CRB checked wants to take part (because s/he is a teacher, for example) do they have to be CRB checked again for the Programme?

Regarding CRB checks, The Youth of Today stated that it will accept a CRB check that has been carried out in the last two years however they have emphasised that these must be approved by the Council's safeguarding officers in accordance with the Council's policy. "If the Council is satisfied that pre-existing CRBs can be used in a Councillor's work for the council then that is fine, otherwise they will require a new one. Standard level CRBs are accepted but we do recommend enhanced." It is not the policy of the Council to accept CRB checks that have been undertaken on behalf of other organisations (such as a school) and Members are advised, therefore, that a new, enhanced level check would be required for any Councillor choosing to participate in the scheme.

(3) Conclusion

The Committee is requested to consider whether or not the responses and further information from The Youth of Today presented in this report are satisfactory before approving its in principle decision to participate in the Programme.

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

None arising from this report.

FINANCIAL IMPLICATIONS

Any expenses incurred by the young person on food and travel expenses would be covered by the bursary of £120 which will be paid at the end of the scheme. The costs of the CRB checks for Members would be met from the Member Training budget.

The issue of officer input to seeking suitable young people to participate in the programme is more problematic. There is currently no capacity within the Children and Young People Team in the Council's Corporate Strategy service to take on this new area of work. If

members wished to participate in the shadowing programme it would therefore be necessary to identify resources and how it could be funded.

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.

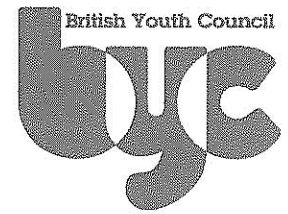
BACKGROUND PAPERS

Original letter from Youth of Today attached at Appendix A
Agenda and Minutes of Council Business Committee meeting held on 3 September 2009.

Contact Officer: Debbie Chambers
Telephone: 01524 582057
E-mail: dchambers@lancaster.gov.uk
Ref:

The Youth of Today.
 c/o British Youth Council
 CAN Mezzanine London Bridge
 1 Downstream Building
 1 London Bridge
 London SE1 9BG

Telephone 0845 605 0240
 Email info@theyouthoftoday.org
www.theyouthoftoday.org



000674
 Head of Democratic Services
 Lancaster City Council
 Town Hall
 Dalton Square
 LANCASTER
 LA1 1PJ

July 2009

Dear Colleague,

I am writing to you on behalf of **The Youth of Today** to invite your council to participate in **The Youth of Today Local Councillor Shadowing Programme**, due to be launched in autumn of this year.

The Youth of Today is a consortium of leading youth organisations working together to increase the quality, quantity and diversity of opportunities for young people as leaders of change in their communities.

Funded by the *Department of Children, Schools and Families & the Department for Communities and Local Government*, The Youth of Today will launch an exciting new range of programmes over the next two years which includes the Local Councillor Shadowing programme.

This groundbreaking initiative, which gives young people aged 13 -19 who are under represented and/or disadvantaged the chance to shadow their local representatives, aims to involve participants in their local democracy and provide them with the opportunity to experience leadership within their local communities.

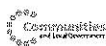
By creating this programme, it is hoped that young participants will gain knowledge and skills which will facilitate their involvement in the democratic process and help them influence decision making. It also provides a unique opportunity for young people to engage with councillors face to face and challenge some of the negative media stereotypes which they constantly meet.

We hope that the programme will be equally rewarding for councillors by exposing them to the issues faced by young people coupled with their hopes and aspirations. The programme also gives councillors the chance to work with young people from a vast range of backgrounds to help them develop their talents and skills.

(continued overleaf)



department for
 children, schools and families



In order to make sure the programme has maximum impact and reaches the intended target audience we have put in place an assessment system to use when councils have expressed an interest in taking part in the shadowing scheme.

The system allows us to look at the range of factors that need to be taken into account when engaging councils in the process. The factors will grow and change as the scheme takes off.

Current Assessment Factors include:

- Government English Regions
- Rank of Average Score Deprivation
- Type of Council
- Area (i.e. Rural/Coastal/Inner City).

Programme Details

- A young person will be linked with a councillor for 25 hours worth of shadowing activities which can take place in a period of between 1 and 6 weeks.
- The Youth of Today will provide you with a 'Menu of Activities' which will give you some ideas of what can be incorporated in the programme. Ultimately - the activities will be agreed by the two parties.
- To ensure that the programme is as sustainable as possible, participants should be encouraged to pursue voluntary work in their local community and remain involved in local democracy if they are keen to.
- Participating councils will be paid a £120 bursary at the end of the programme to cover food and travel expenses incurred by the young person.
- It is very important to take the relevant precautions to safeguard young people involved in the programme, therefore participating councillors will need to undergo a CRB check following registration if this is not already in place.

If you would be interested in participating in this programme please complete the attached form and email it to my colleague Henry Tapp, Programmes & Policy Support Officer at the British Youth Council: henry.tapp@byc.org.uk.

Likewise, if you have any questions or queries concerning the programme, please call Henry on 0207 022 1975.

I look forward to hearing from you in the near future.

Yours sincerely,



David Clark
Head of Programmes & Policy
British Youth Council

Local Councillor Shadowing Programme Enquiry Form

Name of council: _____

Name/ role of key contact staff: _____

Key contact email: _____

Key contact telephone: _____

Are you able to run the programme from September? **Yes / No**

If not, what is the earliest date that you can accommodate the programme?

Estimated number of councillors to participate in the programme: _____

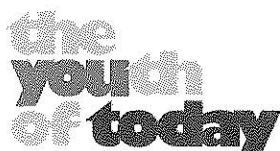
Programme Details

- The target audience is young people aged 13 -19 who are under represented within leadership roles and/or are disadvantaged.
- A young person will be linked with a councillor for 25 hours worth of shadowing activities which can take place in a period of between 1 and 6 weeks.
- The Youth of Today will provide you with a 'Menu of Activities' which will give you some ideas of what can be incorporated in the programme. Ultimately - the activities will be agreed by the two parties.
- To ensure that the programme is as sustainable as possible, participants should be encouraged to pursue voluntary work in their local community and remain involved in local democracy if they are keen to.
- Participating councils will be paid a £120 bursary at the end of the programme to cover food and travel expenses incurred by the young person.
- It is very important to take the relevant precautions to safeguard young people involved in the programme, therefore participating councillors will need to undergo a CRB check following registration.

Please return this form to Henry Tapp, Programmes & Policy Support Officer:
henry.tapp@byc.org.uk

British Youth Council
CAN Mezzanine London Bridge
1 London Bridge
Downstream Building
London
SE1 9BG

If you have any questions or queries, please call Henry on 0207 022 1975.



Selecting Young People

The selection of young people for the Local Councillor Shadowing Programme is the most important element of the scheme.

Following the pilot phase of the programme, we found that the selection of young people often determined how committed a young person would be to the initiative and crucially how successfully a shadowing experience went.

Ultimately, the selection of young people by your council will be decided by what size it is. For Unitary and County councils for example, structures and services will already be in place for you to source suitable young people with relative ease. Smaller councils such as those at District level or below may have a more challenging time selecting young people but we have developed guidance and tools to assist you with this.

Selection of the young people

The Youth of Today initiatives are targeted towards those young people aged 13-19 who are:

- **under-represented in leadership provision**, in that they have not, for any reason, already had an opportunity to access an appropriate leadership opportunity or to progress in the field of leadership;

AND/OR are

- **disadvantaged** in that they:
 - live in a geographical area of disadvantage as defined by the English Indices of Deprivation 2007¹;
 - belong to a group which has experienced disadvantage or discrimination; or are disadvantaged on an individual level due to learning/behavioural difficulties; family circumstances; poor health or disability; or through involvement in crime.

Here are just some examples of groups and individuals who are often disengaged from leadership provision and therefore could be considered key target groups:

- Young parents
- Traveler children and young people
- Young refugees and asylum seekers
- LGBT children and young people
- Young offenders and children and young people at risk of offending
- Children and young people living in rural areas
- Those not in education, employment or training (NEET)
- Children and young people with disabilities or learning disabilities

The following groups are also underrepresented as councillors within local government and therefore considered target groups for the programme:

¹ Available at: <http://www.communities.gov.uk/publications/communities/indicesdeprivation07>

- Females - Only 30.8 per cent were female
- Black and Ethnic minorities - Only 3.4 per cent came from a black or ethnic minority background

(<http://www.idea.gov.uk/idk/core/page.do?pageId=9308387>)

We are also looking to engage young people who:

- **Consider themselves to face a particular challenge(s), i.e. :**

Problems with numbers/maths

Problems with reading/writing

Mental Health issues

Problems in my relationships with my family/friends/partners

Workless household

Drug issues

Alcohol issues

Other (please specify)

- **They live in an area of deprivation according to their postcode - Please contact us if you need help with this or go to**

<http://www.neighbourhood.statistics.gov.uk/dissemination/LeadHome.do;jessionid=ac1f930d30d6d60b7d8722484ee98e72cbac54269d85?m=0&s=1248169819734&enc=1&nsjs=true&nsck=true&nssvg=false&nswid=1259> **to determine what extent the overall deprivation level is judged.**

How will this be assessed

The Department for Children, Schools and Families has tasked the British Youth Council to ensure that all of the young people that participate in the programme are underrepresented and/or disadvantaged. Each young person who undertakes this scheme must be able to indicate that they consider themselves either part of or one of the groups above or are facing one of those challenges.

To determine whether a young person belongs to either of these groups, please refer to the equal opportunities monitoring form which applicants will be required to fill out before embarking on the programme.

If an applicant does not conform to any of the above, they will be unable to participate in the programme and the £120 bursary will not cover them.

Selection

Whatever level of local government you are at, you will have a variety of services working in your local area helping to support young people although they may not be directly working with your council. This doesn't prevent you accessing them to engage the target groups that this scheme is for.

The following is a list of services that you may want to contact to tell them about the scheme. We have provided you with template letters to care services, schools and youth

organisations respectively to make this as easy as possible – please see Attachments 1, 2 & 3.

- **Children with Disabilities;**
 - Day Care
 - Home Care
 - Occupational Therapy
 - Physiotherapy
 - Sensory Impairment
 - Short-break care V4
 - Specialised diagnosis and assessment
 - Speech and Language Therapy
 - Supported leisure activities and trips
 - Transitions to adult life
- **Teenage Pregnancy and Sexual Health;**
 - Mother and child services
 - Parenting support/programmes for parents of young people most at risk of early pregnancy
 - Peer mentoring programmes
 - Services for young parents (including back to school/into work)
 - Sexual health advice, counselling and intervention for young people most at risk of early pregnancy
 - Teenage pregnancy services
- **Independent Living, Employment and Transitions**
 - Connexions
 - Assistance to care leavers
 - Entry to employment services
 - Equality and diversity (services which promote inclusion and deal with issues of equality and discrimination affecting; young people in relation to gender, race, disability and sexuality);
 - Information, Advice and Guidance
 - Supported lodgings
 - Targeted youth work
 - Tenancy support
 - Transition to adult life services
- **Special Educational Need;**
 - Educational psychology
 - Educational welfare
 - Specific learning disabilities
- **Alternative Educational Provision;**
 - Pupil referral units
 - Behaviour improvement and educational provision for children with emotional and behavioural difficulties
 - Home tuition for disabled or excluded children
 - Special provision for asylum seeking children
 - Special provision for particular groups such as **traveler children**
- **Youth Justice**
 - Early intervention programmes
 - Preventive work with children at risk of offending
 - Restorative justice
 - Youth Offending Team
 - Youth Inclusion and Support Panels

- **Young Carers**
 - Advocacy and advice
 - Befriending service
 - Family support and home care
 - Supported social and leisure activities.
- **Schools**
 - Headteachers
 - Teacher with responsibility for inclusion
 - Special educational needs

Other services to contact

- **Local Voluntary Youth Networks or Councils for Voluntary Youth Services (CVYSs)** as they are more commonly called, are the voice of youth organisations at ground level. They are co-ordinating bodies for voluntary youth organisations locally and will be able to help you access local projects that are engaged with the target audiences for this programme.
- **Race Equality Councils** - The range of services provided by individual RECs varies, but all will be able to provide local organisation to contact and key people within the community.

Selection Materials

To assist you with the selection of young people we have enclosed the following:

- **Schools Letter** which you can send to local secondary schools and colleges in the area inviting students to get involved
- **Youth Organisations Letter** which you can send to local youth clubs/ youth councils etc... inviting young people to get involved
- **Care Provision Letter** which you can send to the local youth/ children's and other relevant service provision inviting staff to nominate or select young people they feel may benefit most from this opportunity
- **Poster Template** which you can add your own contact details to and request to have displayed in corridors/ common rooms

COUNCIL BUSINESS COMMITTEE**Councillors' Network Meeting****12 November 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

This report provides information about a new Councillors' Network for member development for the Committee to note and consider the basis of participation in future meetings.

This report is public

RECOMMENDATION

That the arrangements for the new Councillors' Network be noted and that consideration be given to the basis of participation in future meetings.

(1) Background

On 14 August 2009 the Head of Democratic Services received an email invitation from South Lakeland District Council's (SLDC) Cabinet Member with the portfolio for Member Development. The invitation was extended to the most appropriate Elected Member within Lancaster City Council to attend an informal discussion session in Penrith on 18 September 2009 with counterparts in authorities neighbouring SLDC to consider potential joint training opportunities and a possible joint Member Development Conference next year.

The Vice-Chairman of Council Business Committee attended the session on 18 September 2009 and the notes of the meeting are attached for information.

(2) Proposal

The Network agreed that meetings should be continued, perhaps on a quarterly basis, with the next meeting scheduled for the end of November 2009 and the group be extended to allow officers to attend with Elected Members. The network will provide a forum to pursue joint training opportunities and share good practice.

It was also agreed that meetings be hosted by each Authority in turn (alphabetically, with Allerdale Borough Council hosting the November meeting.)

The importance of seeking out joint training opportunities with other authorities has been flagged up several times recently. When assessing Lancaster City Council for the Member Development Charter, North West Employers Organisation's Assessor commented that the Authority should "*consider sharing more good practice and training and development with other local authorities and public bodies which could also help with costs*". An agreed action for Democratic Services from an internal audit

which included Member Development earlier this year was 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*”. Finally, the Audit Committee, at its meeting on 30 June 2009, resolved “*That the Council Business Committee be requested to consider establishing partnership working in relation to Member Development*”. This new network provides an excellent opportunity to build on the work already being done to address these issues.

(3) Conclusion

The Committee is requested to note the arrangements for the new Councillors’ Network and to confirm:-

- the basis of participation in future meetings will be the attendance of the Chairman or Vice Chairman of the Council Business Committee and an appropriate officer at each network meeting
- the costs of hosting any future network meetings by Lancaster City Council will be met from the Member Development budget (cost of refreshments, etc).

| | |
|---|--|
| <p>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</p> <p>None arising from this report.</p> | |
| <p>FINANCIAL IMPLICATIONS</p> <p>Hosting the network will incur some costs which the Committee is being asked to fund through the Member Development budget. There will also be some travelling costs for Members and Officers attending meetings in Cumbria which can be met from existing Democratic Services budgets.</p> | |
| <p>SECTION 151 OFFICER’S COMMENTS</p> <p>The Section 151 Officer has been consulted and has no further comments.</p> | |
| <p>LEGAL IMPLICATIONS</p> <p>There are no legal implications arising from this report.</p> | |
| <p>MONITORING OFFICER’S COMMENTS</p> <p>The Monitoring Officer has been consulted and has no further comments.</p> | |
| <p>BACKGROUND PAPERS</p> <p>Appended. Notes of the first Network meeting held on 18 September 2009.</p> | <p>Contact Officer: Debbie Chambers Telephone: 01524 582057 E-mail: dchambers@lancaster.gov.uk Ref:</p> |

COUNCILLORS' NETWORK MEETING (MEMBER DEVELOPMENT)

Notes of the Network meeting held at 11.00 a.m. on Friday, 18 September at Penrith Leisure Centre.

Present

| | |
|------------------------------|---------------------------------|
| Councillor Barry Earp | Carlisle City Council |
| Councillor Morgwn Trolinger | Lancaster City Council |
| Councillor Hilary Stephenson | South Lakeland District Council |
| Councillor David Wilson | Allerdale Borough Council |
| Chris Woods | South Lakeland District Council |

An apology for absence was received from Councillor Liz Mallinson, Cumbria County Council.

1. Chairman

AGREED – That Councillor Hilary Stephenson would chair the meeting.

2. Welcome

Councillor Stephenson thanked and welcomed everyone to the meeting. An email received from Councillor Mallinson, Cumbria County Council, was read out in which she explained that she had been unable to attend due to ill health but welcomed the opportunity to become involved with the group in the future.

It was explained that the meeting had been called to investigate opportunities for networking at Member level, sharing ideas and discuss how authorities could assist each other in moving forward with Member development initiatives.

3. Discussion

Some time was spent discussing the Member Conference which had been held in Kendal in January and it was generally felt that this had helped to encourage Members to embrace development opportunities.

Issues discussed

Who is responsible for ensuring that Members carry out training –

- South Lakeland District Council explained that it was left to Group Leaders to enforce within their authority.

Information Technology –

- Lancaster City Council's IT department had introduced the facility for Members who were waiting for IT connections to use the mobile web on a temporary basis at a reasonable cost (about £30 per month).

Ways to encourage attendance at training events –

- Lancaster City Council found that holding training at 4.00 p.m. as well as providing food, tended to aid attendance, as this encourages interaction and social networking

- Allerdale Borough Council and Carlisle City Council both felt that convenient locations were an important factor

Joint training/ networking with other authorities –

- Lancaster had held some joint training events with Lancashire as well as Blackpool. Members attending training outside the authority were required to give a talk/ write up/ feedback on the training received to encourage others to explore the experience.

Difficulties in sourcing good training within reasonable travelling distance –

- It was generally felt that there was a big difficulty in getting good trainers who provided training within a reasonable travelling distance. Most training was held in Manchester or even further away.
- The time of day for training was also felt to be a factor.
- Carlisle City Council used a “credit” system, which required Members to obtain a set number in each year. One problem with this is that, where enough credits had not been obtained, there tended to be a rush towards the end of the year to fulfil the quota.

Political Awareness –

- Lancaster City Council encouraged each new Councillor to shadow officers under “a day in the life of?”. The Member would spend an hour or more with an officer to understand how they worked.
- South Lakeland District Council was keen to introduce political awareness training for officers as well as Members so that everyone had a good understanding of the needs and duties of each other. It was felt that this would enhance working relationships.

Shared training –

- All felt that opportunities should be explored, keeping venues as convenient as possible. Kendal or Penrith, for example, were felt to be accessible to all.

Modern Councillor –

- Carlisle City Council had agreed to extend Modern Councillor for another year. Other authorities however, felt that there had been very little take-up by their Members.

Mentoring –

- Allerdale Borough Council had a mentoring programme for new Members, which included a democratic services mentor as well as peer Members.
- Lancaster City Council provided a shadowing programme for new Members to shadow a Cabinet Member for a day.

Member Conferences –

- All felt that this was a good idea, possibly on a biannual basis. Funding of the Conference could be shared amongst authorities and funding from other sources should be investigated.

Future Network Meetings –

- The Group felt that there was a huge potential to use the Network meetings to exchange ideas and good practice.

AGREED – That

1. Network meetings should be continued, possibly on a quarterly basis, to explore what is working well and not working well for each authority;
2. The next meeting should be convened for end of November;
3. The network meetings would be hosted by each authority in turn, based, alphabetically, on the names of each authority (i.e. Allerdale Borough Council would host the next meeting, sending out agendas and completing notes of the meeting);
4. Officers should be asked to attend future meetings and be encouraged to consider holding an officer group meeting immediately prior to the Member Network meeting to explore the potential benefits of exchanging ideas at officer level;
5. Items for next meeting –
 - a. Terms of Reference
 - b. Action Plan
 - c. Shared training opportunities
 - d. Member Conference
6. Notes from this meeting would be circulated to all authorities in Cumbria, including the National Park Authority, and Lancaster City Council.

The meeting ended at 12.15 p.m.

COUNCIL BUSINESS COMMITTEE**Elected Member Development Update****12th November 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

To update Members on the Member Development Programme this year and request feedback.

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.**

1 Events

The list attached at Appendix A shows the training events that have taken place between May to October 2009 including the Members that attended and cost of the event.

As you can see from the table, several sessions have had to be cancelled due to lack of interest.

Members are requested to consider how this could be rectified.

The original programme also included a number of sessions provided by Lancashire County Council. These sessions have now unfortunately been withdrawn by the County Council.

In summary a total of 33 events have taken place over the last quarter. Several Councillors have taken advantage of the shadowing an Officer opportunity ranging from visiting Salt Ayre Sports Centre to going out with an Environmental Health Officer.

2 Evaluations

Summaries of the evaluations and feedback from the some of the training sessions are attached at Appendix B. Members are asked to consider the feedback and make suggestions for improvement for future events.

3 Forthcoming training and development events

The following events are scheduled over the next few weeks:

| | | | |
|----------|-------------------------|-----|----------------|
| 18.11.09 | Drop In IT Workshop | MTH | 12 noon – 2 pm |
| 19.11.09 | Questioning Skills | LTH | 6 pm – 8 pm |
| 25.11.09 | Presentation Skills | LTH | 6 pm – 8 pm |
| 03.12.09 | Decision Making Process | MTH | 6 pm – 7.30 pm |
| 16.12.09 | Drop In IT Workshop | MTH | 12 noon – 2 pm |

4 Attendance

Attendance at training or development sessions is widely spread across the political groups but there are 21 Members who have not attended any sessions of any type this year.

5 Progress with project areas

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

IT Workshops continue to be offered but take up is low. IT sessions with the external provider have proved useful to the small number of Councillors who attend.

The roll out of the laptops has been completed and all Councillors are now using Outlook again rather than the webmail system that proved problematic. Even though the security measures are more complex on the new laptops, most Councillors have found, after a few days, that it they are acceptable.

Ward and Community Leadership

With regard to Community Leadership, Team Lancashire has offered places on their Members as Community Champions Programme.

In house, we have held a Chinese Awareness session and a second Hindu session was arranged but had to be postponed at the last minute. A new date for this is being arranged. This type of event continues to be a popular delivery method for Member Development.

Members may recall that it was agreed at Council that all Councillors should be encouraged to attend Equalities training. Two Community Cohesion sessions have been held this year with 21 Councillors attending over the two dates. Equalities legislation changes over time and Members need to keep up with those changes to perform their role confidently, especially when serving on the Licensing Regulatory, Appeals and Personnel Committees, where Equalities training is mandatory. Therefore Members who have not attended Equality training since the last election will be invited to attend another session to refresh and ensure that their knowledge is current.

Cabinet Support

A report on this will be considered separately at the meeting.

6 One to Ones

The one to ones are currently being reviewed.

7 Budget

The budget is now set at £9,800 for 2009/10 with approximately £5,150 allocated to date.

RELATIONSHIP TO POLICY FRAMEWORK

The aim of Member Development is to ensure 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 budget for 2009/10 was set at £9,800 and the costs of all events for this year will be met from this budget. Any recommendations arising from this report beyond 2009/10 will have to be met from the Member Development budget.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no 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

Contact Officer: Jenny Kay
Telephone: 01524 582065
E-mail: jkay@lancaster.gov.uk
Ref:

Training Programme

| Date | Training | Venue | Time | cost | Attendance | Non Attendance |
|---------------------|---|------------|--|--------------------|---|------------------------|
| 27.04.09 | Team Lancashire – Collaborative Working | PNE | 5.30 pm – 8 pm | free | Cllr Dennison | |
| 18.05.09 | Team Lancashire – Handling Community Meetings | PNE | 5.30 pm – 8 pm | free | Cllr Dennison | |
| 01.06.09 | Team Lancashire – Understanding Place | PNE | 5.30 pm – 8 pm | free | - | |
| 09.06.09 | Plan-it Partnership – Sustainability | LTH | 5 pm | free | Cllrs Langhorn, Farrow, Archer, Ashworth, Bryning, Kerr, Taylor, Sherlock, Thomas, Gilbert | Cllr Blamire (Apols) |
| 10.06.09 | Making the most of your Laptop | SLH | 2 pm – 4 pm | In house | Cllr Johnson | |
| 11.06.09 | Overview of the Local Chinese Community and Culture | LTH | 6 pm – 8 pm | £264 | Cllrs McCulloch, Histed, Robinson, Thomas, Bray, Pritchard, Rogerson, Langhorn, Farrow, Charles, Fishwick, Johnson, Trolinger | Cllrs Sowden and Plumb |
| 12.06.09 | Arts Council Local Authority Induction – Conference | Manchester | 12.30 – 2.30 | Free | Cllr Ashworth | |
| 15.06.09 | Making the most of your Laptop | SLH | 2 pm – 4 pm | In house | Cllrs Redfern, Pritchard, Johnson, Denwood | |
| 15.06.09 | Team Lancashire – Dealing with Hate Crime | PNE | 5.30 pm – 8 pm | | Cancelled | |
| 16.06.09 | County Council – Call Centre and Overview of County Council Functions | Hub | Leave Lancaster at 4 pm arrive 4.30 pm | In house/CC - free | Cllrs McCulloch, Barnes, Johnson, Burns, Dennison, Denwood, Redfern, Fishwick, Brown, Ashworth | |

Training Programme

| Date | Training | Venue | Time | cost | Attendance | Non Attendance |
|---------------------|--|----------------|---------------------------|-------------------------|---|----------------|
| 22.06.09 | NW England and North Wales Shoreline Management Plan Review – Conference | Lanc Hse Hotel | All Day | Free | | |
| 22.06.09 | Team Lancashire – Preventing Violent Extremism | PNE | 5.30 pm – 8 pm | free | - | |
| 24.06.09 | Chairing Skills and Meeting Procedures | LTH | 6 pm – 8 pm | | cancelled | |
| 29.06.09 | Understanding The Coastal Communities of the North West Conference | Midland Hotel | 2 pm – 4.30 pm | Free | | |
| 30.06.09 | Making the most of your Laptop | SLH | 2 pm – 4 pm | | Cancelled | |
| 01.07.09 | Making the most of your Laptop | SLH | 5 pm – 6 pm | In house | Cllrs Kirkman, Johnson | |
| 06.07.09 | Team Lancashire – Call For Action | PNE | 5.30 pm – 8 pm | free | Cllr Dennison | |
| 08.07.09 | Dealing with the Local Media | MTH | 6 pm – 7.30 pm | No interest | Cancelled | |
| 13.07.09 | From Recession To Recovery – Conference at Bradford | Bradford | All Day | Free | Cllr Bryning | |
| 13.07.09 | Local Area Agreements | MTH | 6 pm – 7.30 pm | In house | Cllrs Thomas, Barnes, Kirkman, Sands, Gerrard, Fishwick, Ashworth, Dennison, Bray | |
| 20.07.09 | Lancashire Locals Workshop | White Cross | 11 am | County Council provided | Cllrs Kerr, McCulloch, Johnson, Barnes, Rogerson | |
| 20.07.09 | Basic IT Skills | MTH | 12.30 pm – 2.30 pm | £200 | Cllrs Day and Taylor | |
| 20.07.09 | Intermediate IT Skills | MTH | 2.30 pm – 4.30 pm | Included in above | - | |

Training Programme

| Date | Training | Venue | Time | cost | Attendance | Non Attendance |
|-----------|--|--------|--------------------|-------------------|---|-------------------|
| 22.07.09 | Drop In IT Workshops | MTH | 12 noon – 2 pm | In house | Cllr Woodruff | |
| 29.07.09 | Community Cohesion | LTH | 3 pm – 6 pm | £386 | Cllr Clifford, Farrow, Blamire, Rogerson, Redfern, Denwood, Pritchard, Gilbert, Bray, McCulloch, Robinson, Fletcher | Cllr Heath, Burns |
| 4-7.09.09 | Planning Summer School | Exeter | - | £833.75 (inc vat) | Cllr Budden | |
| 07.09.09 | Basic IT Skills | MTH | 12.30 pm – 2.30 pm | £200 | Cllr Day, Taylor | |
| 07.09.09 | Intermediate IT Skills | MTH | 2.30 pm – 4.30 pm | Included in above | Cllr Barnes, Dennison, Sherlock, Robinson | |
| 08.09.09 | Chairing Skills | LTH | 4.30 pm - 6.00pm | In house | Cllr Barnes, Clifford, Farrow, Johnson, Sherlock | |
| 10.09.09 | LDLSP and the Sustainable Community Strategy | LTH | 6 pm – 7.30 pm | In house | Cllr Forrest, McCulloch, Chapman, Heath, Charles, Kirkman, Mace, Thomas, Fishwick | Cllr Leytham |
| 14.09.09 | An Introduction to Risk Management | LTH | 2 pm – 4 pm | In house | Cancelled – no interest | |
| 15.09.09 | What is Performance Management? | LTH | 6 pm – 7.30 pm | In house | Cancelled – no interest | |
| 16.09.09 | Drop In IT Workshops | MTH | 12 noon – 2 pm | In house | Cllr Trollinger | |
| 18.09.09 | Local Government Finance and Budgeting | LTH | 10 am – 12 noon | In house | Cllr Pritchard, Forrest | |
| 25.09.09 | Drop-In Escendency Workshops | MTH | 10 am-12 noon | - | Cancelled – system no longer used | |
| 29.09.09 | A Guide to Procurement | LTH | 6 pm – 7.30 pm | In house | Cancelled – no interest | |
| 30.09.09 | Drop-in Escendency Workshops | MTH | 4 pm – 6 pm | - | Cancelled | |

Training Programme

| Date | Training | Venue | Time | cost | Attendance | Non Attendance |
|----------|---|------------|----------------|----------|---|---------------------|
| 01.10.09 | County Council – Highways | Gaten-Read | 4:30 pm start | | Cancelled by County Council | |
| 12,10.09 | Lancashire Municipal Waste Strategy Briefing | LTH | 6 pm – 8 pm | In house | Cllr Barnes, Leytham, McCulloch, Brown, Thomas, Chapman, Barry | Cllr Sands, Johnson |
| 15.10.09 | Civic and Ceremonial | LTH | 6 pm – 7:30 pm | | Cancelled – no interest | |
| 19.10.09 | Overview of the Local Hindu Community and Culture | LTH | 6 pm – 8 pm | | Postponed | |
| 21.10.09 | Community Cohesion | MTH | 5 pm – 8 pm | £381 | Cllr Dent, Heath, Chapman, Brown, Sands, Burns, Hanson, Wade, Johnson | Cllr Thomas |



TRAINING COURSE EVALUATION



Please give us your opinion of this event. Your feedback will help us to plan future training and development events.

| | |
|--------------|---|
| Course Title | Overview of Local Chinese Community and Culture |
| Date | 11 th June 2009 – 5.30 pm. |

1. My personal objectives were: (please tick box)

| | |
|----------------|----|
| Exceeded | 11 |
| Met | 1 |
| Partially Met* | 1 |
| Not Met* | |

*Please comment and provide details of your objectives which were unmet.
Counting and words were of no use – information about people is of great use.

2. The time allocated for the event was: (please tick box)

| | |
|-------------|----|
| Too much* | 1 |
| Sufficient | 12 |
| Too little* | |

*Please comment and provide details of how the duration of the event could be improved.
Start on time.

3. Please rate the following: (please tick box)

| | Excellent | Good | Average | Poor |
|-----------------------------------|-----------|------|---------|------|
| Effectiveness of the Speaker | 10 | 3 | | |
| Relevance of the event | 9 | 4 | | |
| Pace | 9 | 2 | | 1 |
| Supporting Documentation (if any) | 6 | 4 | 2 | |
| Visual Aids (if any) | 9 | 2 | 2 | |

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

Event was not designed to inform:- more personal information could be of use.
Learning about Chinese philosophy and characters.
Learning about how the Chinese people in this country really feel – we always assume they are self-sufficient and don't have any issues. We focus on other groups i.e. Polish.
Learning some written Chinese and making good contacts within the Chinese community.
All of it was useful.
All of it very good.
All of it. (2)
It was all fascinating.
First section on needs of Chinese community.

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

Didn't get a chance to thank all the extras who came at the beginning and the effort they made. Some questions went on too long – waste of valued time – Cllrs not being careful with words – sounding offensive.
The philosophy was interesting but perhaps a bit too much writing which we had just had. Learning to count in Chinese. Having Chinese pitograms explained.

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

More information about Chinese culture.
Didn't get a chance to thank all the extras who came at the beginning and the effort they made.

**7. Would you have preferred a different ratio of teaching methods?
(E.g. more discussion groups and fewer lectures?)**

Yes/No

If yes, please say what and why

Group discussions.
Discussion groups always more interesting but power point also necessary.

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

All information is useful.
Increased understanding of needs/difficulties of Chinese community.
As with all trainings, broadens my knowledge.
Greater understanding of the culture difference.
Better able to understand the culture.
Better connections.
More understanding and sympathy with the Chinese community.
Understanding differences and hopefully promote culture cohesion.

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

Everything is excellent – well done.
Excellent event.
Very well organised.
Food good though!
Clothes were lovely and a very nice touch.

Thank you for completing this questionnaire

Completed questionnaires should be returned to Member Services as soon as you can.

Remember! – If you have particularly enjoyed this event, please recommend it to fellow Councillors.

TRAINING COURSE EVALUATION



**LANCASTER
CITY COUNCIL**

Promoting City, Coast & Countryside

Please give us your opinion of this event. Your feedback will help us to plan future training and development events.

| | |
|--------------|--------------------------------|
| Course Title | Plan-it Sustainability Session |
| Date | 9 th June 2009 |

1. My personal objectives were: (please tick box)

| | |
|----------------|---|
| Exceeded | 1 |
| Met | 6 |
| Partially Met* | |
| Not Met* | |

*Please comment and provide details of your objectives which were unmet.
Use of modelling techniques to support decision making.

2. The time allocated for the event was: (please tick box)

| | |
|-------------|---|
| Too much* | |
| Sufficient | 6 |
| Too little* | |

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

3. Please rate the following: (please tick box)

| | Excellent | Good | Average | Poor |
|-----------------------------------|-----------|------|---------|------|
| Effectiveness of the Speaker | 3 | 3 | | |
| Relevance of the event | 3 | 3 | | |
| Pace | 3 | 3 | | |
| Supporting Documentation (if any) | 3 | 3 | | |
| Visual Aids (if any) | 4 | 1 | | |

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

Seeing the effect of the decisions made on the graph and pictures on the screen.
The ability to react to changes evaluated by computer.
Practical working together.
Team working and partners.

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

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

Better explanation of the start – I wasn't sure what was expected at first.
Stretched my knowledge.
Choice of settings – eg. Urban, inner city centre

**7. Would you have preferred a different ratio of teaching methods?
(E.g. more discussion groups and fewer lectures?)**

Yes/No

If yes, please say what and why

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

A little, because nowadays so much of our time is spent on saving budgets not spending them!
The impact it had shocked me how we need to communicate and work together with priorities.
Greater appreciation of need for shared decision making in a strategic context.
Better partnership working (LSP)

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

It was free but I wouldn't judge it to be worth £2.5K if we had to pay for it.
Really enjoyed this course.

Thank you for completing this questionnaire

Completed questionnaires should be returned to Member Services as soon as you can.

Remember! – If you have particularly enjoyed this event, please recommend it to fellow Councillors.

COUNCIL BUSINESS COMMITTEE**Elected Member Development – Cabinet Support****12th November 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

To advise Members on the outcome of the review of Cabinet Support

This report is public

RECOMMENDATIONS

That the Committee note the report and make any suggestions for the future improvement of Cabinet Support.

1 Background

Members may recall that included as a priority in the Member Development Strategy is Political Leadership –

“Development of political leadership, in particular improvements to induction and support for Cabinet Members. Consultation with existing and former Cabinet Members is ongoing as part of this project.”

2.0 Consultation

Officers have interviewed both past and present Cabinet Members to identify what sort of support would have helped them in their role. Members were also asked what could be offered to existing and new Cabinet Members to make their jobs easier.

Unfortunately, it was not possible to interview all Cabinet Members due to time commitments.

Set out below are some of the comments that were made :

- It was impossible to be a Cabinet Member if you work full time – need to work part time/retired
- More evening meetings would encourage working Councillors to be on Cabinet
- Officer support is adequate
- Too much paperwork
- Late reports were a problem – not enough time to absorb the information
- Introduce executive summaries on lengthy reports
- Council should define roles and responsibilities of Cabinet Members
- Cabinet meetings too long
- Shadow for all Cabinet Members would help

- Outside body appointments for Cabinet Members are time consuming – could be done by Shadow Cabinet member
- Political Assistant would help
- Introduce an upper age limit for Cabinet/Councillors
- Introduce more informal Cabinet meetings
- Politics make decision making difficult
- Cabinet and O&S social evening was beneficial
- Regular liaison with the Leader of the Cabinet on particular issues
- Cabinet Members should interact more – not act as silos
- Diary keeping and setting up meetings for all Cabinet Members
- Cabinet Members to meet and tour round their services and with Leader if possible
- Outside Bodies – B&P to consider whether the allocation of Members onto all Outside Bodies is correct – free up Cabinet Members and allocate to non Exec – value in Community Leadership with non exec representing LCC.

Overall, it seems the main issues for Cabinet Members are the amount of paperwork they have to read, which can often be received late, and the time commitment.

Some Cabinet Members suggested the introduction of Political Assistants would alleviate some of the time constraints and make the life of an Executive Member easier. This would have to be undertaken and funded by the political groups however and not something that could be put in place by the Council.

One other suggestion that came forward was the introduction of a shadow for each Cabinet Member to alleviate their workload and make the role of a Cabinet Member more accessible to working Councillors. Consideration would have to be given to the basis of such a role, in terms of allowances and appointment.

One other suggestion was to request Budget and Performance Panel to examine the allocation of Cabinet Members on outside bodies and look at options which might free up time for the Cabinet Members and give non-executive Members more involvement within the community.

The possibility of diary keeping for Cabinet Members could be considered in more detail but this would obviously have resource implications.

Council Business Committee is requested to consider the issues raised by Cabinet Members and how support for Cabinet Members could be improved.

RELATIONSHIP TO POLICY FRAMEWORK

Cabinet support and development helps to improve Cabinet's skills and 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

There is a budget for Member Development for all Councillors, including Cabinet Members,

set at £9,800 in total for 2009/10. Any of the options mentioned in the report will have financial and resource implications which will have to be identified and considered in the context of other work and budget pressures.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no 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

Member Development Strategy

Contact Officer: Jenny Kay

Telephone: 01524 582065

E-mail: jkay@lancaster.gov.uk

Ref:

COUNCIL BUSINESS COMMITTEE**Innovation and Learning Fund
– Post Election Member Training DVD Project Update****12th November, 2009****Report of Head of Democratic Services****PURPOSE OF REPORT**

To update Members on the Innovation and Learning Fund Post Election Member Training DVD project.

This report is public

RECOMMENDATION

That Council Business Committee note the progress being made with the DVD project.

Report

1. At its meeting on 25th June 2009 Council Business Committee were advised that the Council had been successful in obtaining a grant for £5,000 from the North West Improvement and Efficiency Partnership (NWIEP) to produce a post election Member Training DVD.

The Committee resolved :

- (1) That Council Business Committee support Councillor Dennison's proposal for a training DVD for Members.
- (2) That the DVD be given to all Members after the 2011 election.
- (3) That Council Business Committee form an informal Working Group which would be opened up to all Members to progress the project and allow a fair consultation to take place.

The Working Group met on 30th September to consider the bids that had been put in by local film companies to produce the DVD. The Group were requested to consider the cost, originality and the examples of work that had been submitted. A decision could not be made at the meeting and it was agreed that three of the companies should be invited in to talk further about the project.

On 20th October two of the companies attended and it was unanimously agreed that the work should be carried out by Anim8/Back in 5 films.

2. By the time of the Council Business meeting, the successful company will have met with Councillor Dennison and Officers to begin work on producing the DVD. Under the terms of agreement with NWIEP, the project must be complete by 31st March 2009. At the present time, this is on schedule.

Members are requested to note the progress made to date with the Post Election Member Training DVD project.

CONCLUSION OF IMPACT ASSESSMENT

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

None arising from this report.

FINANCIAL IMPLICATIONS

None arising directly from this report. The Council has been awarded a grant of a maximum of £5,000 from the NWIEP for the production of this DVD. 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 and the 2009/10 revenue budget will be updated accordingly. All costs associated with the project will be kept within the allocated budget.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no 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

Council Business Committee minutes

Contact Officer: Jenny Kay

Telephone: 01524 582065

E-mail: jkay@lancaster.gov.uk

Ref:

| |
|-----------------------------------|
| COUNCIL BUSINESS COMMITTEE |
|-----------------------------------|

**Urgent Business Report
12 November 2009**

Report of Head of Democratic Services

| | | | |
|---|--------------------------|-------------------------|--------------------------|
| PURPOSE OF REPORT | | | |
| To advise Members of actions taken by the Chief Executive, in consultation with Chairman of Council Business Committee. | | | |
| Key Decision | <input type="checkbox"/> | Non-Key Decision | <input type="checkbox"/> |
| Referral from Officers | | | X |
| This report is public | | | |

1.0 RECOMMENDATION

That the actions taken by the Chief Executive, in consultation with the Chairman of Council Business Committee in accordance with the Scheme of Delegation, in respect of the following, be noted:-

Amendment to Overview and Scrutiny Substitute Member

- (1) That Councillor Sylvia Rogerson be appointed as a substitute Member of the Council's Overview and Scrutiny Committee in place of Councillor Peter Williamson with immediate effect for the remainder of the Municipal Year.

2.0 Background

Rule 3 of the Overview and Scrutiny Committee Rules provides that each Group may appoint up to a maximum of two named substitutes for each Overview and Scrutiny meeting (excluding Task Groups) for the Municipal Year. Casual substitutions will not be allowed. Rule 5 of the Council Procedure Rules specifically excludes Overview and Scrutiny from the general provision for Groups to make permanent changes to their appointed substitutes by notifying Democratic Services in writing.

In the past, when Groups had wished to change their Overview and Scrutiny substitutes during the course of the Municipal Year, such changes had been approved by the Council Business Committee.

Other commitments meant that Councillor Peter Williamson was no longer able to attend meetings on Wednesday evenings and as such was unable to be present at the meeting of the Overview and Scrutiny Committee which was held on Wednesday, 7 October 2009 as a substitute for Councillor Susan Bray. The other named substitute was also unable to attend

on that occasion. The Group therefore wished to change one of its appointed substitutes, replacing Councillor Peter Williamson with Councillor Sylvia Rogerson.

The urgency for this decision was that the meeting took place on Wednesday, 7 October 2009, and therefore it was impracticable to defer to the next scheduled meeting of the Council Business Committee on 12 November 2009.

3.0 Conclusion

Approval was given to the above action, which is reported to this meeting in accordance with the City Council's Constitution.

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| <p>RELATIONSHIP TO POLICY FRAMEWORK Not applicable.</p> | |
| <p>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing) Comments were contained in the original reports.</p> | |
| <p>FINANCIAL IMPLICATIONS Comments were contained in the original reports.</p> | |
| <p>SECTION 151 OFFICER'S COMMENTS Comments were contained in the original reports.</p> | |
| <p>LEGAL IMPLICATIONS Comments were contained in the original reports.</p> | |
| <p>MONITORING OFFICER'S COMMENTS Comments were contained in the original reports.</p> | |
| <p>BACKGROUND PAPERS Letter to the Leader of Council Business Committee.</p> | <p>Contact Officer: Tom Silvani Telephone: 01524 582132 E-mail: tsilvani@lancaster.gov.uk Ref:</p> |