



**Committee:** COUNCIL BUSINESS COMMITTEE

**Date:** THURSDAY, 24 JUNE 2010

**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 18<sup>th</sup> March 2010 (previously circulated).
3. **Items of Urgent Business Authorised by the Chairman**
4. **Declarations of Interest**
5. **Appointment of Vice-Chairman**
6. **Response to Consultation Paper - "Council Housing a Real Future" (Pages 1 - 18)**
7. **Elected Member Development 2009/10 (Pages 19 - 30)**
8. **Member Development Strategy Review (Pages 31 - 59)**
9. **North West Charter for Member Development Level 2 (Pages 60 - 63)**
10. **Special Council Meeting 2010 (Pages 64 - 67)**
11. **Mayoral Certificates (Pages 68 - 69)**
12. **Innovation and Learning Fund - Completion of the Member Induction Training DVD (Pages 70 - 71)**

## ADMINISTRATIVE ARRANGEMENTS

### (i) **Membership**

Councillors Karen Leytham (Chairman), Susan Bray, Roger Dennison, Melanie Forrest, John Gilbert, John Harrison and Geoff Knight

### (ii) **Substitute Membership**

Councillors June Ashworth, Abbott Bryning, Chris Coates, Jean Dent, Joyce Pritchard and Malcolm Thomas

**(iii) Queries regarding this Agenda**

Please contact Jenny Kay, Democratic Services - 01524 582065 - [jkay@lancaster.gov.uk](mailto:jkay@lancaster.gov.uk).

**(iv) Changes to Membership, substitutions or apologies**

Please contact Members' Secretary, telephone 582170, or alternatively email [memberservices@lancaster.gov.uk](mailto:memberservices@lancaster.gov.uk).

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Published on Wednesday 16<sup>th</sup> June 2010.

**COUNCIL BUSINESS COMMITTEE****RESPONSE TO CONSULTATION PAPER –  
“COUNCIL HOUSING: A REAL FUTURE”  
24 June 2010****Report of Head of Council Housing Services.****PURPOSE OF REPORT**

In March 2010 the Department for Communities and Local Government has issued a prospectus and consultation document which outlines proposals for reforming Council Housing Finance. The main feature of the proposal is to dismantle the current Housing Revenue Account (HRA) Subsidy System and replace it with a devolved system of funding and responsibility. Responses to the consultation are required by 06 July 2010.

This report is public

**RECOMMENDATIONS**

- (1) That members determine the council's response to the consultation paper.

**1.0 Background Information**

- 1.1 In July 2009, the former government issued a consultation paper – “Reform of Council Housing Finance” which sought local authorities' views on outline proposals to reform the ways council housing is financed. This was in response to growing concerns relating to the unfairness of the existing HRA Subsidy System. Under the current arrangements, of the 205 stock retaining authorities, 153 are deemed to be operating with a notional surplus and were therefore making contributions into the system (by paying a “negative” subsidy) and 52 are in a notional deficit and therefore receiving a “positive” subsidy.
- 1.2 Lancaster is currently paying a negative subsidy of £1,574,500 to the government this year, and that figure is increasing year on year.
- 1.3 The main thrust of the reform's proposals is that there would be a “one off” debt redistribution which, in effect, would result in some local authorities agreeing to take a debt in lieu of an ongoing requirement to pay negative subsidy, whilst those currently receiving subsidy would receive a one off payment. The net result of this redistribution would be that all authorities would become self financing.
- 1.4 The council's response to the original proposal was supportive, subject to further details being received relating to the methodology and assumptions to be used in calculating the level of debt we were expected to take on.

## **2.0 Current Situation**

- 2.1 In March 2010, a further consultation document and prospectus was issued (“Reform of Council Housing Finance”). This provides further details of how the debt redistribution arrangements are likely to work. The full consultation document is 60 pages long and can be accessed via the Communities and Local Government Website ([www.communities.gov.uk/publications/housing/selffinancingprospectus](http://www.communities.gov.uk/publications/housing/selffinancingprospectus)).
- 2.2 In order to ensure that the implications for the Council could be fully understood, consult CIH Ltd (a financial consultancy operated by the Chartered Institute of Housing) were engaged to work alongside officers. A briefing note is attached (**Appendix A**) which summarises the main features of the prospectus, and, in particular, how they would impact upon Lancaster. The main message is that, although the council would be required to take on £24.168m of new debt, the Housing Revenue Account would gain significantly from the proposals and, in the longer term, would be able to build up substantial balances.
- 2.3 As part of the latest consultation process, local authorities have been asked to respond to six specific questions. Officers have produced a draft response (**Appendix B**) and members are invited to comment upon its contents and to agree a final version which then needs to be submitted to the Department of Communities and Local Government by 06 July 2010.
- 2.4 At this stage, it is not clear whether the reforms will be progressed by the new coalition government, although the strong indications are that there is support to review the current arrangements.

## **3.0 Details of Consultation**

- 3.1 The District Wide Tenants Forum has been consulted regarding the general principles of the proposed HRA reform.

## **4.0 Options and Options Analysis (including risk assessment)**

- 4.1 Option 1: to support the proposals contained within the consultation paper and prospectus, including the principle of a “one off” debt redistribution.
- 4.2 Option 2: to oppose the principles contained within the consultation paper.
- 4.3 Option 1 is the preferred option as it can be clearly demonstrated that, even allowing for debt redistribution, the long term financial benefits to the Housing Revenue Account will be substantial.

## **5.0 Conclusion**

- 5.1 Local authorities have been lobbying for a number of years regarding the need to change the existing HRA Subsidy System. Under the current arrangements, the council will be facing ongoing increases in our “negative” subsidy which, ultimately, could result in the HRA Business Plan becoming unsustainable. Whilst, for many authorities, the principles of debt redistribution appears unpalatable, it is clear that it does provide an opportunity to progress the much needed reforms and, for Lancaster, will provide very clear long term benefits.

**CONCLUSION OF IMPACT ASSESSMENT**

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

Under the current “negative subsidy” arrangements the council could have difficulties in delivering its long term investment programmes. The proposals for debt redistribution and self financing will introduce a greater level of certainty and will ensure the sustainability of the housing stock.

**FINANCIAL IMPLICATIONS**

The financial implications for the council are included within the briefing paper attached to the report. It should also be noted that, at this stage, the proposals are only at consultation stage and a more detailed report will need to be presented to members for consideration should the reforms move forward.

**SECTION 151 OFFICER’S COMMENTS**

The Section 151 officer would reiterate that whilst at this stage the proposals are for consultation and do not constitute a formal offer, should the new Government decide to progress with dismantling the current subsidy system on the basis outlined, this would present real benefits and opportunities for the City Council. Whilst there are some more minor elements of the proposals for which the implications are as yet unclear (such as the treatment of other various costs under ring-fencing), it is considered that there would be sufficient room to manage these without undermining the proposals generally. That said, should Government choose to proceed on a different basis, this could give very different results. Further appraisal work would be undertaken once Government has determined the way forward

**LEGAL IMPLICATIONS**

There are no legal implications at this stage.

**MONITORING OFFICER’S COMMENTS**

The Deputy Monitoring Officer has been consulted and has no comments to make.

**BACKGROUND PAPERS**

Reform of Council Housing Finance (CLG, July 2009)  
Council Housing : a real future (CLG, March 2010)

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# APPENDIX 1



## **Lancaster City Council Council Housing: a real future Briefing on the implications of the HRA reform prospectus**

### **1. Introduction**

- 1.1 CLG published its long awaited voluntary 'offer' to local authority landlords on 25<sup>th</sup> March. The offer is in the form of a prospectus setting out the terms within which the government plans to implement the dismantling of the Housing Revenue Account (HRA) subsidy system and introduce a system of self financing from April 2011 on a voluntary basis.
- 1.2 Work has been carried out to model the impact of the reform proposals for Lancaster City Council. This note sets out the main findings of the modelling work, highlights the main Lancaster-specific issues to arise and provides a summary commentary on the proposals within the prospectus, with the aim of informing the council's response to the consultation, which is due by 6<sup>th</sup> July.
- 1.3 It is intended that officers will arrange for briefings to all stakeholders in order to discuss the issues raised in this paper as part of the Council's process of generating its response and we look forward to participation as requested in due course, if so requested.

### **2. The HRA Prospectus**

- 2.1 The reform proposal has been produced following the Review of Council Housing Finance which concluded in the summer of 2009 and following last autumn's consultation.
- 2.2 The proposal is based on moving towards a 'self financing' HRA system in which negative or positive subsidy is exchanged for a single one-off adjustment of housing debt following which rental surpluses and Right to Buy receipts are retained 100% by local authorities.
- 2.3 The allocation of debt is the Net Present Value<sup>1</sup> of a cashflow estimate of rents and revenue costs for all authorities over 30 years, based on subsidy rent assumptions which achieve convergence with targets by 2016 and subsidy allowance assumptions which include an uplift of funding. By linking the debt allocation to current and future subsidy assumptions, the government is making the settlement 'neutral' in national expenditure terms.

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<sup>1</sup> Net Present Value or NPV: a financial technique to calculate the value of a future income stream (eg for a business) and convert it into a single amount at today's prices

The National Picture

- 2.4 Nationally, the total value of future rental surpluses in an unreformed system is estimated to be £34-35bn. Current debt is £21.5bn (forecast at 31<sup>st</sup> March 2011). Therefore the value of future surpluses is in the region of £13-14bn.
- 2.5 The total proposed allocation of debt is £25.1bn based on increased allowances of 5% for management and maintenance (M&M) and 28% for major repairs, with a discount factor<sup>2</sup> of 7%. This means that the government could be said to be capturing £3.6bn of surpluses up front and allowing all future surpluses to remain in local HRAs.
- 2.6 The prospectus identifies that the discount factor for recent stock transfers is lower at 6.5% - which applied to this settlement would result in a debt allocation of £26.3bn. The difference of £1.2bn is therefore treated as 'reduced debt' and there is an explicit reference to authorities setting out some ideas as to how to utilise the headroom from this debt 'reduction' towards new build. Nationally, the prospectus refers to '10,000 properties per year in five years'; although it is not clear how this figure has been developed, authorities are encouraged to set out some outline options in their responses.
- 2.7 From a revenue perspective, although higher than current debt, the proposed debt allocation is lower than might have been expected following the consultation period last autumn. At a national level, the distribution of increased allowances through the debt mechanism represents an increase in spending power for council housing that is not in line with public expenditure pressures elsewhere. This highlights that the proposal is a 'deal', in which government takes surpluses up front in order to reduce debt elsewhere in the public sector.
- 2.8 Where the proposals do reflect the significant spending pressures in the economy as a whole is on capital investment and borrowing. The new system would see supported borrowing replaced with a system of capital grants and the ability for HRA business plans to use prudential borrowing on a long term basis.
- 2.9 Research for last year's consultation identified outstanding backlogs for decent homes and other investment at around £6bn. The prospectus has cut back on this, focusing on the completion of decent homes mainly for later-round ALMO authorities. A figure of £3bn for capital grants is referred, although this would be subject to future spending reviews.
- 2.10 In addition to the level and uncertainty around the availability of future capital grants, the proposals also act to restrict future borrowing. Although the government has rejected the idea of setting borrowing limits annually, the prospectus contains an absolute restriction on future borrowing above

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<sup>2</sup> Discount factors in NPV calculations represent the time value of money: in this case, the discount factor represents an assumed level of interest costs.

the level of the initial allocation of debt. It is expected that this cap will last until at least into the spending review period after next (i.e. till after 2014).

- 2.11 Effectively, therefore, self financing HRA plans will need to be based largely on revenue and receipts with reliance on borrowing restricted to any existing gap between actual debt and supported debt. Most authorities are unlikely to be in a position to receive grants. The settlement might therefore be said to be '*Revenue-Positive*' and '*Capital-Challenging*'.
- 2.12 There are a host of technicalities associated with the implementation of the new arrangements, including a proposal to report a memorandum HRA balance sheet and various options for the treatment of depreciation, debt repayment and treasury management. Where relevant for Lancaster, these are highlighted below.
- 2.13 The proposals are intended to be a 'once and for all' settlement. A self financing agreement would be signed under clause 313 of the Housing and Regeneration Act 2008. However, as council housing will continue to be 'on balance sheet' for public expenditure purposes, the government will retain the right to 'open up' settlements in the future. The circumstances in which this might take place are not set out and it is essential that self financing agreements are very clear about these circumstances. One obvious example is change to future rent policies i.e. if rents increase higher or lower than assumed in the settlement, the debt calculation might be reopened.

### **3. Lancaster's modelling: main assumptions**

- 3.1 A model has been produced for Lancaster launched from 2010/11 and based on the existing HRA Three Year Forecast, with the following key assumptions:
- Balanced to 2010/11 HRA budget and 2010/11 to 2014/15 capital programme
  - Rents converge (with similar housing provider properties) in 2015/16 (with no property-by-property adjustment for caps and limits<sup>3</sup>)
  - Roll forward of management and maintenance expenditure with inflation (i.e. no real terms investment or efficiencies, with the exception of management and maintenance costs at 0.5% above RPI)
  - Roll forward of non-rent income with inflation
  - General inflation (RPI) of 2.5%
  - Long term debt interest rates of 6% (early years in line with current rates)
- 3.2 A critical assumption relates to the stock investment and capital needs for the stock over the longer term. These have been factored into the business plan based on past expenditure of £3.6m per annum with an additional allowance of £0.5m per annum for environmental works. The 30 year

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<sup>3</sup> Caps and Limits refer to restrictions on individual rent increases of RPI plus 0.5% plus 2% and not breaching a set rent (for housing benefit purposes) for a property, dependant on the number of bedrooms



capital profile amounts to around £32k/unit and this is in line with benchmarks. Costs have been inflated at 0.5% above inflation.

- 3.3 The modelling provides a headline sense of the viability of self financing given the debt settlement and no access to capital grants. The plan is developed in two core scenarios: one with debt maintained and one with revenue surpluses set aside to repay debt.

#### 4. Proposed settlement for Lancaster

##### 4.1

<b>Summary of Lancaster City Council's Debt Settlement</b>	<b>£M</b>
Debt Allocation Settlement @ 7%	53.120
Less - Subsidy CFR	28.952
<b>Therefore net debt take on</b>	<b>24.168</b>
Actual HRA Debt	15.303
Add - net debt take on	24.168
<b>Self Financing actual opening debt</b>	<b>39.471</b>

- 4.2 The headline debt settlement from CLG for Lancaster amounts to £53.120m. This is based on uplifted M&M allowances of 3.4%, uplifted MRA of 32.9%, resulting in a consolidated average uplift of 11.6%.

- 4.3 Lancaster's M&M increase is larger than for the rest of the North West region's average of 3.1% and is lower than the national average due to the lower percentage of flats in Lancaster, particularly high-rise. The MRA uplift is higher than the national average and the region's 28.9%.

- 4.4 The £53.120m settlement is based on a 7% discount factor. A reduced discount factor of 6.5% would give a settlement of £55.598m, a difference of £2.478m. The prospectus asks authorities to outline suggestions for how they might use this 'headroom' to deliver more housing. No new build has been included in the plans below but scope exists given the outputs to develop plans.

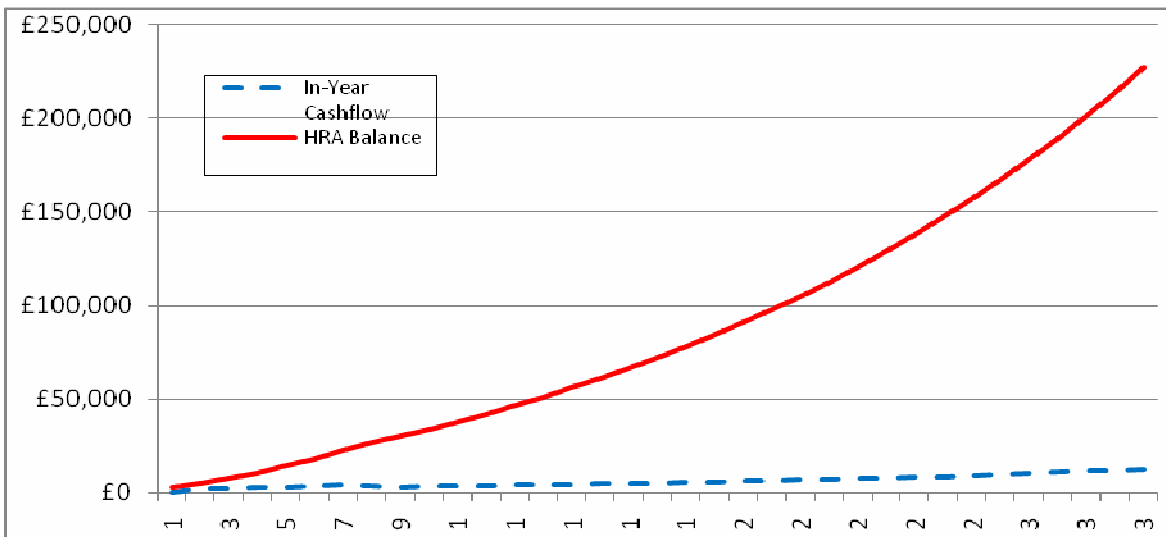
- 4.5 Given a settlement of £53.120m, the debt adjustment for Lancaster is £24.168m which is arrived at by offsetting the existing HRA 'notional' debt SubsidyCFR<sup>4</sup> of £28.952m. This results in an 'opening self financing debt at 1/4/2011' of £39.471m when added the actual HRA debt (HRACFR<sup>4</sup>) of £15.303m. The existing differential between subsidy-debt (Subsidy CFR) and actual debt (HRACFR) of £13.649m is therefore retained as borrowing potential within the new system for Lancaster.

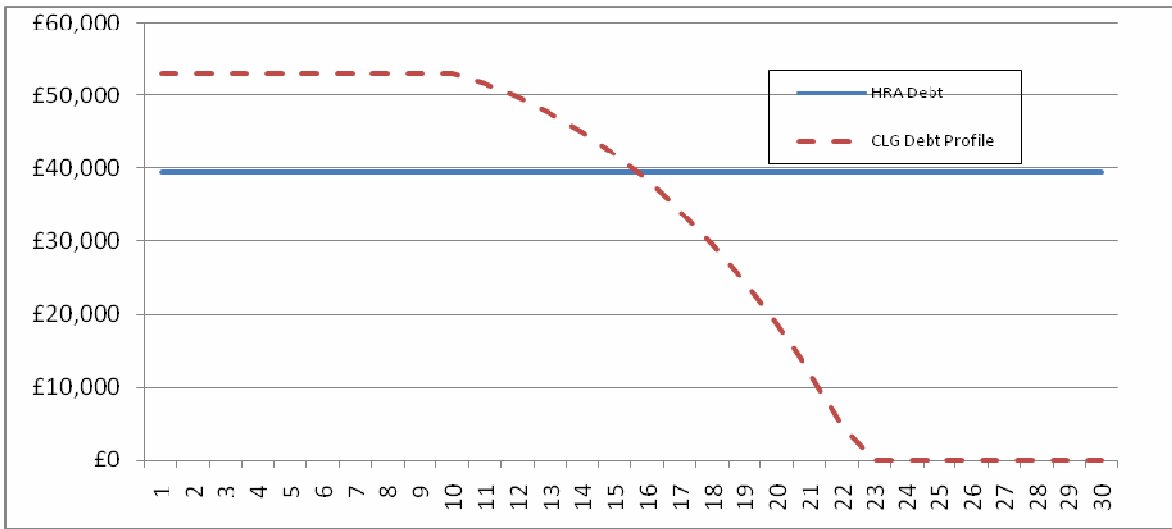
<sup>4</sup> The HRACFR is the actual element of the council's overall surplus or debt relating specifically to Housing. The SubsidyCFR is the assumed level of surplus or debt within the current subsidy system for the council's HRA.

**5. Headline outputs**

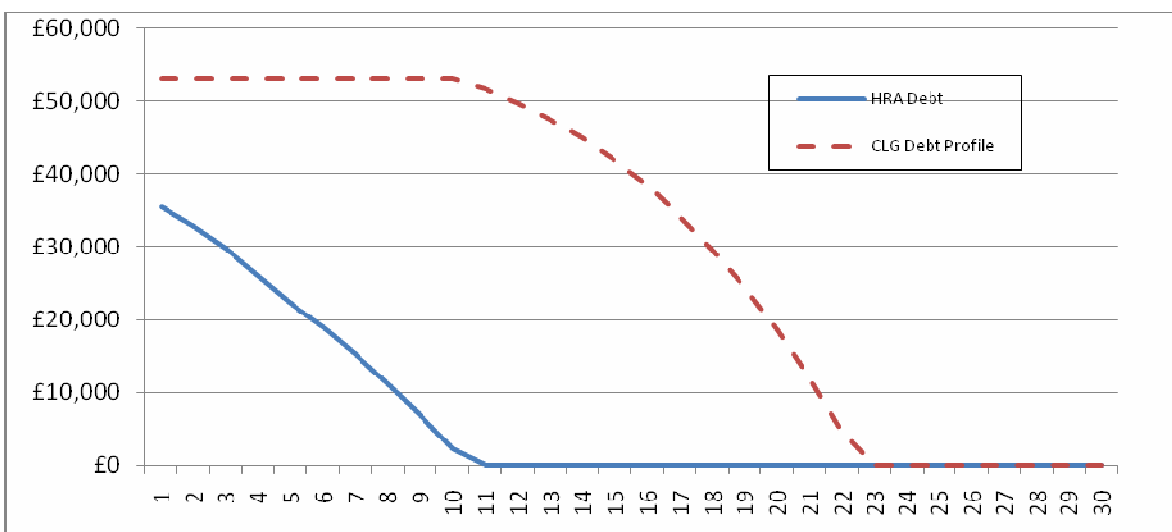
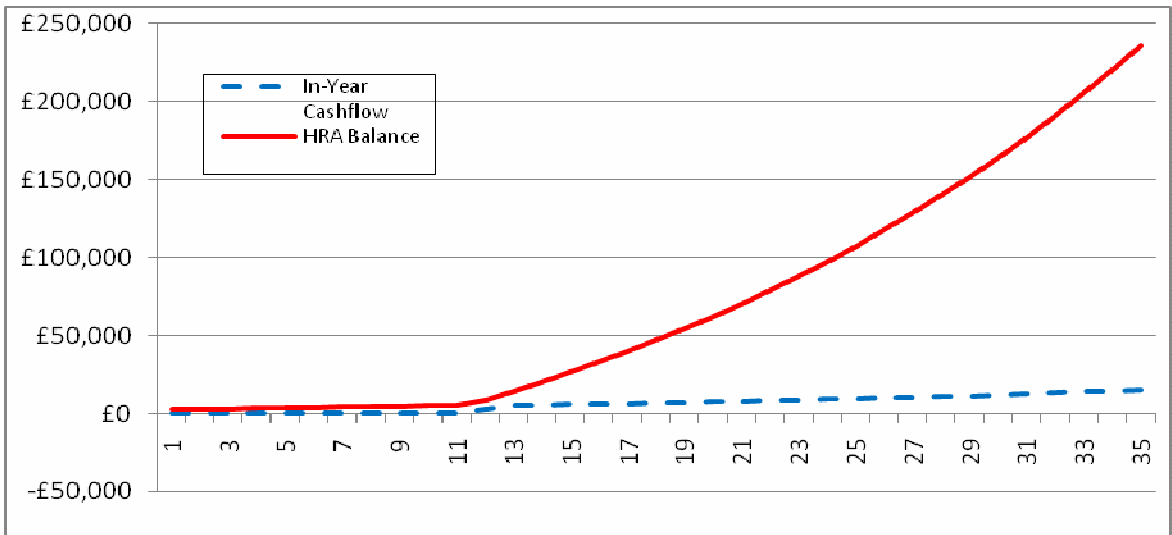
- 5.1 The headline outputs for two core approaches to self financing are set out below. The CLG debt profile is shown for comparative purposes. These are (i) the maintenance of debt with continued refinancing (i.e. only paying interest) and (ii) the repayment of debt from future surpluses.
- 5.2 This shows that both plans are financially viable and meet all expenditure needs in each year of the 35 years covered by the plans. There is no borrowing required throughout to meet the stock investment needs.
- 5.3 If debt is maintained as in (i) at £39.471m, reserves build to above £212m after 35 years and other reserves of £15m. Charts 1a and 1b show the outcome.
- 5.4 If revenue surpluses are set aside to repay debt, repayment can be achieved after 11 years (compared to the CLG’s assumption of 23 years) and reserves also built to nearly £221m after 35 years with other reserves of £15m. Charts 2a and 2b show the outcome.

**Charts 1a and 1b: Self financing revenue (including reserves) and debt profiles £'000**



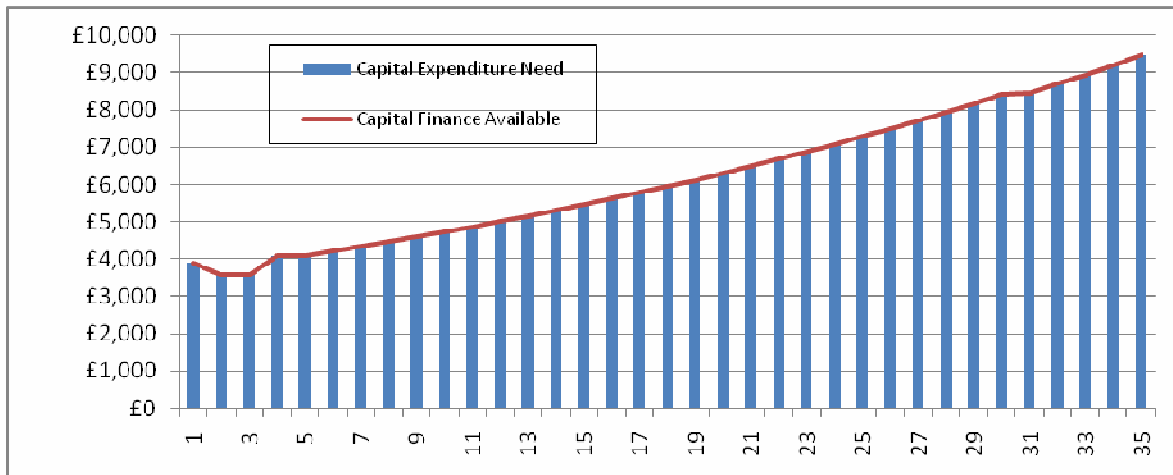


**Charts 2a and 2b: Self financing revenue (including reserves) and debt profiles with set aside £'000**



The Council's assessed capital investment needs, based on property surveys, are able to be met in every year of the plan. Chart 3 highlights the position.

**Chart 3: Capital expenditure needs against resources annually £'000**



## 6. Sensitivities

- 6.1 The plan is viable and resilient to changes in key assumptions. Some key headlines are set out below.
- 6.2 If interest rates were 7% not 6%, the debt repayment plan redeems debt by year 12 (compared to year 11). Overall the plan remains viable with considerable reserves at year 35.
- 6.3 Real inflation in capital costs (1.5% pa for 10 years) results with debt repayment pushed out to year 12. Overall the plan remains viable with considerable reserves at year 35.
- 6.4 Real inflation in management and maintenance costs (additional 1% pa for 10 years) reduces revenue surpluses but results in the plan remaining viable with considerable reserves at year 35 and debt repaid by year 12.
- 6.5 If rent convergence was unable to be achieved until 2022 (say), this also has the effect of reducing revenue surpluses but debt repayment would be achieved by year 12. Overall the viability of the plan remains virtually unaffected in the long term.
- 6.6 The modelling above assumes 75% of income from right to buy receipts. If receipts from right to buy sales were fully included in the plan, then the viability of the plan would improve the plan marginally.

## 7. Summary of modelling outcomes

- 7.1 In general, self financing based on a debt adjustment of £24.168m is viable for Lancaster. There is in fact some room for manoeuvre for additional

investment or service improvements over 30 years, given the plan's resilience as demonstrated above.

7.2 The principle reasons for the positive model for Lancaster are:

- Rents are £5.20 below target<sup>5</sup> in 2010/11 hence the self financing plan builds headroom against current operating costs quickly in the period to convergence.
- Although net forecast actual M&M costs in 2011/12 are £7.506m, after service charge income and non-dwelling rents, higher compared to assumed M&M (after uplifts) in the settlement of £6.408m.
- Debt begins some £13.649m below settlement – this allows the necessary borrowing to be undertaken to meet needs in the early years.
- The HRA, other HRA reserves and Major Repairs Reserve have combined balances of £9.4m

7.3 This means that although capital spending needs are £32k/unit over 30 years compared to uplifted MRA/unit of £25k/unit, there is sufficient headroom in the plan to achieve all the capital needs, subject to the sensitivities above. These could include new build and other environmental enhancements.

## 8. Comparing self financing to subsidy

8.1 Self financing business plans on the basis of the current proposals are almost universally better funded than plans based on an unreformed subsidy system. This is the case for Lancaster and principally arises as a result of the following key factors:

- The benefits of all net rent increases are available to the plan – i.e. surpluses are not captured nationally and redistributed; this is the critical difference between the two futures as rental surpluses are expected to be rise sharply in the future.
- The allocation of uplifts for M&M and major repairs allowances gives additional spending power from day one.
- The interest charge on debt is at a rate lower than the discount factor used in the settlement calculation.
- The opening debt is lower than that identified in the settlement (due to the difference between the CFR measures).

8.2 In an unreformed system, the following are the main comparative outputs:

- Instead of fully funding capital needs, there is a capital shortfall over 30 years estimated at £33m out of a total spend of £171m (including inflation). The shortfall starts occurring after 18 years, part of this shortfall can be funded by a draw down from the other reserves which is estimated to have

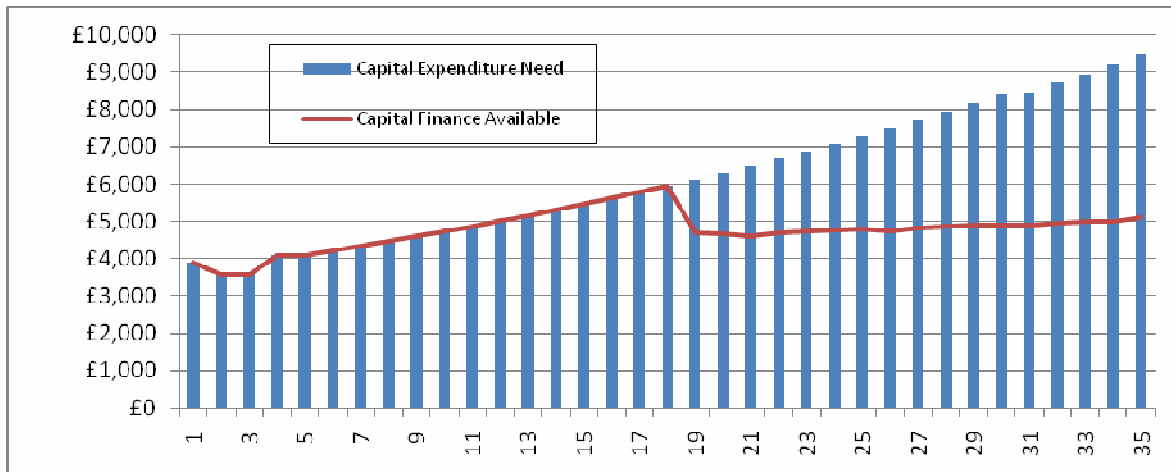
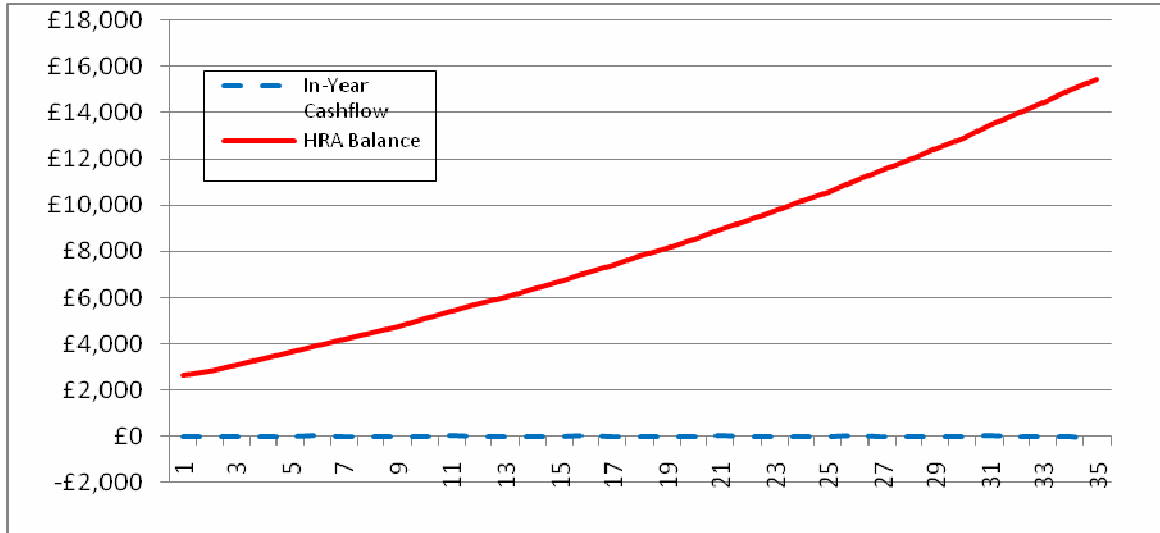
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<sup>5</sup> Target or Formula rent is the level of rent attributed under rent restructuring and is the level of rent to which actual will eventually converge to. Other housing providers rents have to abide by this system.

a balance of £7.278m at year 18. This is based on the assumed level of spend, including £0.5m pa on environmental works.

- The forecast HRA position is broadly in balance for all years

**Charts 3a and 3b: In Subsidy revenue (including reserves) and capital profiles £'000:**



## 9. Technical issues for Lancaster

- 9.1 There are a number of technical issues which are still to be resolved at the national level. These include the treatment of depreciation and the approach to the separation of debt between the General Fund and HRA.
- 9.2 For Lancaster, as for others, there is a need to generate a fair depreciation charge for the HRA and this will no longer benefit from a link to the MRA as with the current system. Councils are advised to work through the options in advance of work to be undertaken by CIPFA and the Audit Commission which is expected to be completed later in the year.
- 9.3 As the council is taking debt on, there are some options in terms of Treasury Management (for example long term fixed rate loans vs variable

rate loans). It should be noted that the government has expressed a desire to move to a greater GF/HRA separation of debt and the council should work through the implications carefully.

9.4 Furthermore as the General Fund currently benefits from the average overall CFR, with the HRA taking on debt, it is expected that the Consolidated Rate of Interest (CRI<sup>6</sup>) charged to the General fund could increase. However the consultation suggests that local decisions could be made as to the allocation of debt, if the debt is separated and this should not be to the detriment of the General Fund.

9.5 Revised draft guidance on the operation of the HRA ring fence is included in the prospectus carrying with it some proposals around the treatment of certain types of expenditure. Councils are advised to work through whether this might create movements between the accounts to inform their response.

## **10. Risk and reward**

10.1 Moving to a self financing system significantly alters the risk profile in HRA business plans and the council housing service.

10.2 The risks of the current system focus on unpredictability and political intervention in the system (in the widest sense) and on the fact that revenue rental surpluses will leave Lancaster to other parts of the country.

10.3 New risks are around increased Treasury Management, interest rate fluctuations and the fact that the council will have local responsibility for all spending (revenue and capital).

10.4 A robust risk management strategy is therefore an essential strategic document to support the asset management decisions within the business plan.

## **11. New Build**

11.1 Contained within the announcement of this “offer” was a statement that by reducing the level of debt council’s will be taking on they should be able to deliver 10,000 new homes a year. At this stage we are not certain as to whether council’s debt settlements are dependent on the ability for you to deliver new homes within the HRA.

11.2 What could this mean in terms of delivery of new properties? We have interpreted this in two ways assuming build costs of £100k per unit at a high level:

### **11.3 Example 1**

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<sup>6</sup> The CRI is the average rate of interest across the Councils debt or retained surpluses.

At 6% CRI the debt charge 'saved' are £149k per annum. Over 5 years this, combined with 50% grant could deliver nearly 15 properties, or 74 over 30 years, allowing for inflation.

There will obviously be benefits to the HRA of rental income from these properties, though these will be offset by management, maintenance and improvement costs.

#### 11.4 Example 2

Further accurate modelling can be undertaken within the business plan model once more accurate knowledge around land availability, build costs and property types are known to help inform the response to CLG.

However by assuming build costs of £100,000, grant of 30%, rents of £70 and assumed levels of repairs and maintenance we estimate that 45 properties could be provided for in the first 5 years. This analysis that taking account all income, expenditure and notional interest, the new build schemes would break-even over 30 years. When applying these schemes to the actual HRA Business plan, the debt repayment is extended by one year.

## 12. Summary national issues

- 12.1 The large majority of authorities, like Lancaster, will have a potentially viable plan and certainly one which has more resources compared to staying in an unreformed system. In this context, the overwhelming majority of authorities may well be minded to respond positively to the proposals for self financing on the terms that they appear in the prospectus. However, there are some national caveats.
- 12.2 Given that the prospectus has been issued at a time of considerable change with financial and policy uncertainty, there is the potential for the proposals not to proceed to implementation as planned. Three areas felt to be key are:
- The number and type of authorities that say 'no' to the proposals or are not in a position to respond positively – it is unclear whether CLG have a number in mind that might affect the future for those that do want to proceed.
  - The outcome of the General Election and the policy uncertainty that this brings.
  - The financial terms of the proposals will be subject to a Spending Review (or equivalent) in the autumn which might affect some of the assumptions.
- 12.3 Given the direction of travel of the recent political debate, it may be that the methodology within the settlement remains essentially intact but that there is a risk that the financial terms are affected by very close scrutiny by new policy makers.

## 13. Summary of Implications to Lancaster



13.1 These are the key conclusions from our analysis of the implications to Lancaster:

- The settlement of £53.120m results in a net debt take-on of £24.168m.
- The uplifts to the allowances to arrive at this figure are generally higher than the region and national averages
- The resulting take-on of debt and withdrawal from the subsidy system result in revenue surpluses to finance the resulting interest charges and facilitate debt repayment
- Lancaster could repay the debt repayment within 11 years, though various factors could extend this period.
- The HRA will remain viable throughout this period with balances accruing after debt repayment.
- The Council's assessment of its stock investment needs can be fully met throughout the duration of the 35 year plan.
- The key reasons for the viability and resilience to changes in assumptions is that plan starts with balances in reserves, interest rates that can outperform those allowed for in the settlement.
- The financial position under self-financing is significantly improved compared to remaining within subsidy.
- The settlement offers the potential for HRA new build.

#### **14. Summary of Key Issues for Lancaster in responding to the prospectus**

14.1 These are the key issues Lancaster should focus upon in their response to the prospectus:

- Questions could be raised in respect of the uplifts to allowances to arrive at the settlement, when making comparisons to neighbouring authorities.
- Clarification needs to be made around the ability to reopen debt and the circumstances that this would be enacted.
- With regard to HRA new build levels, clarification should be sort as to whether local targets might be set and the duration.

Steve Partridge & Simon Smith  
ConsultCIH May 2010

## **APPENDIX 2.**

### **Draft response to consultation questions**

**What are your views on the proposed methodology for assessing income and spending needs under self-financing and for valuing each council's business?**

*We welcome the prospectus outcome of the national uplifts to the existing subsidy allowances. This recognises that the current system continues to be underfunded. Though our M&M increase of 3.4% is slightly above the North West region's average, it is disappointing that it is still considerably lower than the national average of 5.4%. We welcome the uplift of 32.9% of the Major Repairs allowance within the proposed settlement.*

*We understand the need for a system that can be modelled at a national level and subsequently broken down to local factor and accept that the use of net present valuation computations are probably the most appropriate way of assessing future income and expenditure streams.*

*However, we have concern that the settlement is based on the current rent policy of rent restructuring and that there is great potential for this to change over the thirty year period of assessment.*

*We do welcome the inclusion of the 7% NPV rate to enable the ability to build new homes.*

**What are your views on the proposals for the financial, regulatory and accounting framework for self-financing?**

*There is a need for greater transparency as to the charges levied to the HRA from the General Fund and to the presentation of the accounts to enable more realistic comparisons with similar housing providers. We welcome the proposal for an HRA balance sheet to enable this form of analysis and will assist with any consultation that the TSA or CIPFA issues.*

*We have considered the proposals concerning the unpooling of housing debt and favour the option of full separation of loans given that there is currently a low level of debt accounted for in the HRA CFR and the high level of debt likely to be allocated as proposed. This will aid the completion of the HRA balance sheet and treasury management for the separate funding stream. We are happy to assist with any consultation from CIPFA and the audit commission.*

*We do hold concerns with the uncertainty that surrounds the levels of depreciation that could be charged to the HRA, given that it could force the HRA into negative balances in the early years if there were to be significant increases to the current levels of depreciation, based on the MRA.*

## **APPENDIX 2.**

*The capping of debt levels is understandable given the current financial climate; however, we feel that this is against the ethos of prudential borrowing given the higher levels of certainty self-financing offers.*

### **How much new supply could this settlement enable you to deliver, if combined with social housing grant?**

*Lancaster City Council welcomes the use of a 7% discount factor rather than 6.5% in order to reduce the debt allocation. The Council is currently proposing to identify land which can be used for the purpose of new supply. However we hold concerns over the future levels of social housing grant that will be available, given the current withdrawal of central government funding and the de-pooling of right to buy receipts.*

*Initial modelling suggests that the notional saving on interest charges could deliver 3 new build properties per annum. This is dependent on grant levels around the 50% margin.*

*Alternatively, 45 properties could be delivered upfront within the first 5 years, funded by the notional interest saving, with 30% grant support, breaking even over 30 years when taking into account future rental streams and maintenance expenditure.*

### **Do you favour a self-financing system for council housing or the continuation of a nationally redistributive system?**

*Lancaster City Council believes that the national redistributive system has become unworkable and no longer meets the needs of councils, ALMOs and their tenants. We therefore strongly support the proposal to dismantle the HRA subsidy system as a matter of principle and favour the alternative proposed.*

### **Would you wish to proceed to early voluntary implementation of self-financing on the basis of the methodology and principles proposed in this document? Would you be ready to adopt self-financing in 2011/12? If not, how much time do you think is required for implementation?**

*We have already stated that we favour self-financing as an alternative to remaining within the subsidy system. However, whilst we feel that we could be ready we feel that there are some administration issues that will need clarifying.*

*Firstly there needs to be a formal agreement drawn up to effectively sign up to the process, which will require individual legal opinion for all parties. This in itself could take a good period of time and could only really be considered after the comprehensive spending review, to which this prospectus is wholly reliant upon.*

## **APPENDIX 2.**

*Secondly we hold concerns over the ability of the Public Works Loan Board to be able to deal with potentially in excess of 170 authorities either taking on or reducing debt and the varying terms that will be sort.*

*We also feel that it is preferable for the accounting amendments to be made before implementation to add certainty to the budget forecasts and de-pooling of the loan portfolio.*

*Given the above concerns we feel that an April 2012 implementation would provide far more time and certainty both locally and nationally. If this were the case we feel that there should be some restrictions on any increase of the increase in the negative subsidy that we will pay in financial year 2011/12.*

**If you favour self-financing but do not wish to proceed on the basis of the proposals in this document, what are the reasons?**

*From our understanding it appears virtually all authorities HRA's will be better off in revenue terms as a result of the proposal and therefore can only favour self-financing.*

*However we feel that we could not proceed unless certain areas of concern are addressed.*

*Firstly the prospectus allows for the debt allocation to be reopened. We feel that there needs to be absolute clarity as to the events that could lead to the debt settlement to be reopened. Our view is that we will be working to a business plan, which in consultation with our tenants, delivers the services and maintenance to their homes over the next 30 years and see this as a threat.*

*Secondly we feel that the debt cap is too restrictive and should be based more on the ability to repay debt.*

*This settlement does not appear to take any account of where there is a clear need for additional affordable housing. In Lancaster the demand for affordable housing far outstrips supply. The re-allocation of resources ought to take account of where the need for affordable housing is and a more favourable settlement would give the Council greater ability to meet the need within the county. Currently the settlement has been divided up on the basis of 'ability to service the debt' instead of addressing housing need.*

**COUNCIL BUSINESS COMMITTEE****Elected Member Development 2009/10****24<sup>th</sup> June 2010****Report of Head of Democratic Services****PURPOSE OF REPORT**

To update Members on the progress made to date with elected Member Development in 2009/10 and request the Committee's suggestions for the 2010/11 programme.

**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.**

**1.0 Introduction**

2009/10 has seen changes in Member Development with attendance in the latter part of the year reducing significantly. It has become clear that a 4 year programme of Member Development is required. There is a balance needed between providing training in specific areas for individual or small groups of Councillors and providing new information to long standing Councillors at this point in the 4 year cycle.

Significantly, Council approved the inclusion of Member Briefings in the Council Calendar taking place on the first Thursday of every month excluding August. With these included in the annual calendar it raises the profile of these events and encourages more Councillors to attend.

In the final year of this term, Member Development will reduce as the elections grow closer and the attention will focus on preparations for the 2011/12 Induction.

**2.0 Training and Development events 2009/10**

Attached at Appendix A is a comprehensive list of all training and development events that took place in 2009/10. It details where the event took place, the cost, who attended and non attendance.

In summary 79 training and development sessions were offered to Members last year. This figure does not include the individual support that has been offered to Councillors such as one to one sessions on IT.

Out of these sessions, the County Council offered five events which proved popular with Members. Unfortunately, four of these sessions were cancelled by the County Council after the May County Elections. Eight other events that were arranged in house were cancelled due to lack of interest.

The list highlights the different development methods that have been used such as taster sessions, one to one sessions, workshops, shadowing opportunities and visiting other authorities. A wide range of sessions took place ranging from Chinese Awareness Session to shadowing at Salt Ayre Sports Centre.

### **3.0 Evaluations**

Members are requested to evaluate each session they attend and feedback from these has been almost all positive with the exception of some minor criticisms. Councillors are also requested to evaluate any conferences they have attended.

### **4.0 Attendance**

Attendance at training or development sessions is widely spread across the political groups but there are 10 Members who have not attended any sessions of any type. This equates to 80% of Councillors who attended some type of development opportunity by the end of the municipal year.

Most in house sessions are attended by an average of 8 people but a problem has arisen with Members booking places then not attending. This has a cost implication in terms of officer time and wastage of food booked for the event. The Committee's views on this issue are requested.

As referred to earlier in the report attendance has dropped off and many events have been cancelled.

### **5.0 2010/11 Member Development Programme**

In previous years at the beginning of the municipal year, we have developed a 12 month programme of development events. This year this has not been undertaken as this is the final year before District Council elections next May and Member Development is winding down. This does not mean however that there will be no development opportunities for Councillors.

We have already the following in place for this year :

- Monthly Member briefings
- Regulatory Committee training
- Community Cohesion/Equality
- Tour of Salt Ayre

There will also be a session on Social Media for Members which will be referred to in a separate report.

### **6.0 Member Development Priorities**

Last year, Council Business Committee agreed the following as priorities in the Member Development Strategy for the year ;

- Local Government Finance
- IT training
- Decision Making Processes (including County Council functions)
- Ward and Community Leadership
- Political Leadership
- Community Engagement and Community Cohesion
- Economic Development
- Service Briefings

Most of these priorities have been undertaken but one that has been an ongoing priority is that of Local Government finance. A large percentage of Members highlighted this as a topic for training in their PDPs but although it is provided every year, the take up is very disappointing.

Again with Ward and Community Leadership/Political Leadership/Community Engagement and Community Cohesion. Councillors are offered places on the Team Lancashire scheme but take up is minimal. Attendance at the Community Cohesion sessions arranged in house still prove to be popular though.

### **7.0 Progress with project areas**

The Council Business Committee when reviewing the Member Development Strategy in June 2009 also identified a number of key project areas:

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

All 60 Councillors have now a laptop or use their own computer.

Council Business Committee meetings continue to be paperless but this has not been rolled out to other committees as yet. Some IT sessions with the external provider have taken place over the past year and one to one support is still taken up by several Councillors.

Attendance at IT Workshops has dwindled so these have now ceased and will begin again after the next election if there is a demand.

With regard to Councillor's Web pages, take up of this is still slow.

#### Ward and Community Leadership

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

With regard to Community Leadership as mentioned above, Team Lancashire has offered places on their Members as Community Champions Programme. There has been very little take up of these session this year though.

In house, we held a Chinese taster session which proved popular.

Members may recall that it was agreed at Council that all Councillors should be encouraged to attend Equalities training. Two Community Cohesions sessions took place last year which were well attended and a further one is set up in July. Officers try to ensure all Councillors attend this important training.

#### Cabinet Support

Members may recall that a report on Cabinet support was brought to the November meeting of the Committee which set out the views of both current and past Cabinet Members. The main issue that arose from this report was that a further report be brought back to the Committee on 'Shadow Cabinet Members'.

### **8.0 Personal Development Plans (PDPs)**

The one to one Personal Development Plans that have been undertaken from May 2007 onwards have all been reviewed and this information was fed into the Member Training Programme. There are now just 8 Councillors who have not undertaken a PDP.

The PDPs will be reviewed once again this year.

**9.0 Budget**

The budget is now set at £9,900 for 2010/11 with approximately £1,000 allocated to date.

<p><b>RELATIONSHIP TO POLICY FRAMEWORK</b></p> <p>The work of Member Development supports Councillors in delivering the corporate Vision and priorities.</p>	
<p><b>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</b></p> <p>There are no direct implications.</p>	
<p><b>FINANCIAL IMPLICATIONS</b></p> <p>The cost of training courses and events set out in this report was funded from the 2009/10 Member training budget.</p> <p>The budget for 2010/11 is set at £9,900 and the costs of all events for this year will be met from this budget.</p>	
<p><b>SECTION 151 OFFICER'S COMMENTS</b></p> <p>The Deputy Section 151 Officer has been consulted and has no further comments .</p>	
<p><b>LEGAL IMPLICATIONS</b></p> <p>There are no direct legal implications arising from this report.</p>	
<p><b>MONITORING OFFICER'S COMMENTS</b></p> <p>The Monitoring Officer has been consulted and has no further comments.</p>	
<p><b>BACKGROUND PAPERS</b> Member Development Strategy</p>	<p><b>Contact Officer:</b> Jenny Kay <b>Telephone:</b> 01524 582065 <b>E-mail:</b> jkay@lancaster.gov.uk <b>Ref:</b></p>



# 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	none	
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	
<del>15.06.09</del>	<del>Team Lancashire – Dealing with Hate Crime</del>	PNE	<del>5.30 pm – 8 pm</del>		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	none	
22.06.09	Team Lancashire – Preventing Violent Extremism	PNE	5.30 pm – 8 pm	free	none	
24.06.09	<del>Chairing Skills and Meeting Procedures</del>	LTH	<del>6 pm – 8 pm</del>		cancelled	
29.06.09	Understanding The Coastal Communities of the North West Conference	Midland Hotel	2 pm – 4.30 pm	Free	none	
<del>30.06.09</del>	<del>Making the most of your Laptop</del>	<del>SLH</del>	<del>2 pm – 4 pm</del>		Cancelled – double booked	
<hr/>						
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	
<del>08.07.09</del>	<del>Dealing with the Local Media</del>	<del>MTH</del>	<del>6 pm – 7.30 pm</del>	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	
14.07.09	Team Lancashire – One Year On – A Brave New World	PNE	9.30 am – 1 pm	free	None	
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	none	

# Training Programme

Date	Training	Venue	Time	cost	Attendance	Non Attendance
22.07.09	Drop In IT Workshops	MTH	12 – 2 pm	In house	Cllr Woodruff	
29.07.09	Community Cohesion	LTH	3 pm – 6 pm		Cllr Clifford, Farrow, Blamire, Rogerson, Redfern, Denwood, Pritchard, Gilbert, Bray, McCulloch, Robinson, Fletcher	Cllr Heath, Burns
14.08.09	Shadowing – Cultural Services	SASC/ Platform		In house	Cllr Pritchard	
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	

# Training Programme

Date	Training	Venue	Time	cost	Attendance	Non Attendance
18.09.09	Local Government Finance and Budgeting	LTH	10 am – 12 noon	In house	Cllr Pritchard, Forrest	
23.09.09	Audit Committee training	MTH	6.00pm	In house	Cllr Hanson, Sowden, Barry, Bryning, Dennison, Johnson, Knight	
23.09.09	Leadership for Health Impact Assessment Seminar	Farington Lodge, Leyland	Full day	Free	Cllr Kerr	
25.09.09	Drop-In Escendency Workshops	MTH	10 am – 12 noon	-	Cancelled – system no longer used	
29/09/09	Domestic Abuse Awareness Training	Quaker Meeting House, Lancaster	10 am – 3 pm	£10	Cllr Kerr	
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	
01.10.09	County Council – Highways	Caton Road	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	

# Training Programme

Date	Training	Venue	Time	cost	Attendance	Non Attendance
20 – 21.10.09	Northern Regeneration Conference	City of Manchester Stadium	2-day conference	£1031.66	Cllrs Bryning and Archer	
21.10.09	Community Cohesion	MTH	5 pm – 8 pm	£382	Cllr Dent, Heath, Chapman, Brown, Sands, Burns, Hanson, Wade, Johnson	Cllr Thomas
03.11.09	Risk Management with Council's Insurers	LTH	6.00 pm	free	Cllr Pritchard, Fishwick, Dennison, Leytham, Clifford, Histed, Sherlock	Cllr Robinson, John Whitelegg
05.11.09	The 21 <sup>st</sup> Century Councillor – Local Leadership Conference 2009	Nottingham	Full day	£525.00	Cllrs McCulloch, Pritchard and Robinson	Cllr Farrow
09.11.09	Climate Change	LTH	<del>6 pm – 7.30 pm</del>		Cancelled – not enough interest	
16.11.09	County Council – Children and Young People	TBC	4.30 pm		Cancelled by County Council	
18.11.09	Drop In IT Workshops	MTH	12 noon – 2 pm		None	
19.11.09	Questioning Skills	LTH	6 pm – 8 pm		Cllr Barnes, Bray, Dennison, Gilbert, Fishwick, McCulloch, Roe, Leytham	Sowden, Towers, Farrow, Histed
25.11.09	Presentation Skills	LTH	6 pm – 8 pm	In house	Cllr Forrest, Leytham, Robinson, Dennison, Sherlock	Sowden

# Training Programme

Date	Training	Venue	Time	cost	Attendance	Non Attendance
02 – 03.12.09	Climate Change Support Programme for the North West	Warwick	2-day conf	Free	Cllr Barry	
03.12.09	Decision Making Process	MTH	6 pm – 7.30 pm	In house	Cllr Robinson, Fishwick, Dennison	Cllr Forrest, Barnes, Greenall
08.12.09	Introduction of Choice based lettings	LTH	5.30 pm		Cllr Heath, Leytham, Gilbert, Brown, Hanson, Kerr	Cllr Redfern, Greenall, Robinson, Pritchard, Rogerson
16.12.09	Drop In IT Workshop and new Intranet session	MTH	12 noon – 2 pm		Cllr Johnson, Pritchard and Dennison	
13.01.10	<del>County Council – Adult and Community Services</del>	TBC	4.30pm		Cancelled by County Council	
20.01.10	Audit Committee training	MTH	6.00pm	In house	Cllr Hanson, Sowden, Barry, Bryning, Dennison, Johnson, Knight	
21.01.10	Standards Committee – Local Assessment of Complaints	LTH	10.00am	Standards for England	Cllr Kirkman, Taylor, Dennison, Denwood, Thomas	
25.01.10	Licensing Act Training	LTH	10.00 am	In house	Cllr Helme, Budden, Rogerson, Wade, Thomas, Johnson	Cllr Coates, Robinson, Pritchard, Greenall
28.01.10	Managing Heritage Assets for Added Value	Manchester	All day	£50		
26.01.10	<del>Performance Management</del>	LTH	5.00pm		Cancelled by Officer	

# Training Programme

Date	Training	Venue	Time	cost	Attendance	Non Attendance
09.02.10	Licensing Reg training	LTH	2.00pm	In house	Cllr Brown, Budden, Burns, Pritchae, Sherlock, Johnson, Thomas	Cllr Barry, McCulloch, Greenall, Bray, Woodruff
17.02.10	Shadowing – CC(D)S - Recycling	CC(D)S	AM	In house	Cllr Forrest	
17.02.10	IT training	MTH	12.30 PM	£200	Cllr Taylor, Day, Wade, Burns, Denwood, Robinson	Cllr Ashworth
23.02.10	Travellers and Gypsies	Wyre	6.30pm	Free	Cllr Coates and McCulloch	
26.02.10	Annual Housing Conference	Reebok Stadium, Bolton	All day	£99	Cllr Kerr	
26.02.10	Dual Hatted Councillors	South Lakeland	1.30pm	Free	Cllr Fishwick, Johnson, Dennison, Coates, Pritchard	
03.03.10	Lancashire Community Cohesion Partnership	Preston North End	9.30 am – 15.00 pm	Free	-	
03.03.10	Beach Master	Conder Green	9 am – 12 noon	Free	-	
03.03.10	Drop In IT Workshops	MTH	12 noon – 2 pm	In house	none	
04.03.10	NWEO Locality Conference	Preston	Full day	£85	-	
24.03.10	County Council – Waste Management	TBC	4.30pm	-	Cancelled by County Council	
17.03.10	Visit to Middleton Waste Transfer station		2.00pm	In house	Cllr Barry, Brown, Burns, Denwood, Kirkman and Leytham	

# Training Programme

Date	Training	Venue	Time	cost	Attendance	Non Attendance
09.04.10	Civic Heads Seminar	Preston City Council	pm	£130	Cllr Wade, Taylor	
13.04.10	Four of Salt Ayre	SASC	6:00 pm		Cancelled due to lack of numbers	



<b>COUNCIL BUSINESS COMMITTEE</b>
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## Member Development Strategy Review

**24<sup>th</sup> June 2010**

### Report of Head of Democratic Services

<b>PURPOSE OF REPORT</b>
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To inform Members of the emerging issues from the 2010/13 Corporate Plan priorities and objectives in relation to the Member Development Strategy
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<b>This report is public</b>
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#### RECOMMENDATIONS

- (1) That Council Business Committee considers the main issues that have emerged from the 2010/13 Corporate Plan priorities and objectives and whether any new priorities should be included in the Member Development Strategy.
- (2) That the Committee consider the outstanding development needs as highlighted in the Personal Development Plan annual reviews for inclusion in the Strategy.
- (3) That the Committee consider whether the existing priorities set in the last year's Strategy are still relevant.
- (4) That Members identify any project areas that have emerged from the new priorities agreed.
- (5) That Council Business Committee consider recommending to Council that Equality/Community Cohesion training be made mandatory.

#### 1. Introduction

At its meeting on 17<sup>th</sup> May, Council agreed the Corporate Plan 2010/13. In light of this, the Member Development Strategy should be reviewed taking into account the new priorities and objectives contained within the Corporate Plan (Appendix C). Attached at Appendix A is last year's Member Development Strategy.

#### 2. Review

The Corporate Plan sets out 4 new Corporate Priorities for 2010/11 :

- Economic Regeneration – Supporting our Economy
- Climate Change
- Statutory Services – Meeting our Responsibilities
- Partnership Working & Community Leadership

Within these 4 Priorities are 5 key objectives :

- Energy Coast, and Environmental Technology
- Heritage & Cultural Tourism for the District , including Creative Industries and Employment
- To tackle the challenges of Climate Change
- Meet the council's statutory requirements for service delivery
- To continue to work with our partners to deliver the targets in the Sustainable Community Strategy and to bring about other improvements and efficiencies in the way that services are delivered locally.

### **3 Emerging Issues**

#### **(i) Economic Regeneration – Supporting our Economy**

As last year, Economic Development and Regeneration continue to be a main theme in the Council's priorities. Members will recall that last year Council Business Committee set this as a priority in the Member Development Strategy. Unfortunately, due to work pressures and the recent re-structure of Council services, a date could not be set for a series of briefings on these issues.

Members need to consider if this should remain a priority for 2010/11.

A Briefing could be arranged by the LDLSP's Economic Thematic Group and also the Education, Skills and Opportunities Thematic Group to highlight the work being done by the Council and its partners on the two key objectives :

- Energy Coast, and Environmental Technology
- Heritage & Cultural Tourism for the District, including Creative Industries and Employment

The monthly Members' Briefings that the Committee have introduced could be used as a forum for this information.

#### **(ii) Climate Change**

Climate change remains a priority on this year's Corporate Plan. As yet no development opportunities have taken place relating to this issue since 2007. A Climate Change session was set up before Christmas last year but it was cancelled due to lack of interest.

Members are requested to consider if another session should be arranged or if this should wait until after next year's election.

#### **(iii) Statutory Services – Meeting our Responsibilities**

The Corporate Plan sets out the Council's commitment to monitor and review all statutory services to provide assurance that minimum standards can be met. In terms of Member Development, any new information regarding Council Services can be relayed to Members through the monthly Member Briefings.

## (iv) Partnership Working & Community Leadership

Continued partnership working is a strong message within the new Corporate Plan. Councillors need to be aware of the work of the LDLSP and Sustainable Community Strategy.

Budget and Performance Panel at its meeting on 8<sup>th</sup> September resolved ;

*“That the Budget and Performance Panel include in its work programme regular invites to its meetings of the Chairs of the LDLSP Thematic Groups.”*

Rather than holding separate briefings for Members to learn more about the work of the LDLSP, it would make sense that all Councillors are invited to attend the relevant Budget and Performance Panel meetings.

Another clear message is the need for the Council to become an ‘achieving authority’ in terms of equality under the Equality Framework for Local Government by March 2011.

It was agreed by full Council in September 2008 that :

- (1) That awareness training on equality issues be included as an essential component of all future post election Induction training for Members with update training provided should the need arise as the result of changes in legislation.
- (2) That a series of training sessions be arranged over the forthcoming year to raise Members’ awareness of equality issues and all Members be encouraged to attend this training as soon as possible.

To date since the 2007 election, 49 Councillors have undertaken this training which is an admirable 82 %. A number of committees already have this set out as a requirement of the membership which means a number of Councillors have attended as a mandatory duty to sit on certain committees.

To strengthen this aim the Committee may wish to propose that Equalities/Community Cohesion training becomes mandatory for all Councillors.

## **4 Priorities for 2010/11**

Members are requested to consider which issues they feel are priorities arising from the Corporate Plan for this year in terms of Member Development and how these are best addressed.

Last year the following priorities were agreed :

- Local Government Finance
- IT training
- Decision Making Processes (including County Council functions)
- Ward and Community Leadership
- Political Leadership
- Community Engagement and Community Cohesion
- Economic Development
- Service Briefings

Council Business Committee is requested to consider last year’s priorities in line with this year’s Corporate Plan and agree priorities for 2010/11.

**5 Outcome of Personal Development Plan (PDPs) Reviews**

As part of this annual review of the Member Development Strategy, Council Business Committee need also to consider any outstanding training needs that may arise from the PDPs. Attached at Appendix B is a list of outstanding needs and the number of Members who have requested this training.

Members are requested to consider if they wish to include any of these whilst updating Strategy.

<p><b>RELATIONSHIP TO POLICY FRAMEWORK</b></p> <p>The work of Member Development supports Councillors in delivering the corporate Vision and priorities.</p>	
<p><b>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</b></p> <p>There are no direct implications.</p>	
<p><b>FINANCIAL IMPLICATIONS</b></p> <p>The budget for 2010/11 is set at £9,900 and the costs of all events for this year will be met from within this budget allocation.</p>	
<p><b>SECTION 151 OFFICER'S COMMENTS</b></p> <p>The Section 151 Officer has been consulted and has no further comments.</p>	
<p><b>LEGAL IMPLICATIONS</b></p> <p>There are no direct legal implications arising from this report.</p>	
<p><b>MONITORING OFFICER'S COMMENTS</b></p> <p>The Deputy Monitoring Officer has been consulted and has no further comments.</p>	
<p><b>BACKGROUND PAPERS</b></p> <p>Corporate Plan 2010-13</p>	<p><b>Contact Officer:</b> Jenny Kay  <b>Telephone:</b> 01524 582065  <b>E-mail:</b> jkay@lancaster.gov.uk  <b>Ref:</b></p>



**LANCASTER CITY COUNCIL**  
*Promoting City, Coast & Countryside*

# Member Development Strategy

2009/10 – 2010/11



Version 4.00 September 2009

## 1. Commitment to Member development

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

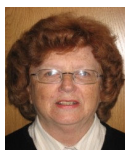
To formalise this commitment, the Council included within the Terms of Reference of the Council Business Committee, responsibility for Member Development. As Members of this Committee, Councillors have the responsibility to champion Member Development and cascade information to their political groups.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



Councillor Roger Dennison (Chairman)



Councillor Morgwn Trolinger (Vice-Chairman)



Councillor Susan Bray



Councillor Karen Leytham



Councillor Geoff Knight



Councillor Joyce Pritchard



Councillor Ron Sands

## 2. Member Development Strategy

The first Member Development Strategy for Lancaster City Council was developed by Members and adopted by the full Council in February 2007. This set out the various ways of supporting Members in the Town Hall and their Wards as well as the Council's development priorities for the coming year. The Strategy included a commitment to undertake an annual review which is undertaken by Council Business Committee each year to ensure the Council provides the proper guidance and relevant support to all Members.

Each year information is gathered from the one to one interviews and annual reviews that have take place along with feedback from the variety of training events that take place. The Strategy is then reviewed by the Council Business Committee to reflect the information gathered over the previous 12 months alongside the issues that had emerged from the Corporate Priorities set by full Council for 2009/10 as follows:

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

Within those four priorities there are seven objectives:-

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

*Objective 2 Maintain the cleanliness of our streets and public spaces.*

*Objective 3 Develop local responses to Climate Change.*

*Objective 4 Work in partnership and make our district an even safer place addressing crime and the fear of crime, and anti-social behaviour.*

*Objective 5 To contribute towards health improvement and reducing health inequalities through both the delivery of our own services and our work with partners.*

*Objective 6 To improve the standard, availability and affordability of housing in the district to meet local needs.*

*Objective 7 To work in partnership with others meet the differing needs of communities within our district.*

This, therefore is a revised edition of the Elected Member Training and Development Programme for 2009/10 agreed as a result of that review.

### 3. Learning and Development Priorities and Projects

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

- ❖ Local Government Finance
- ❖ IT training
- ❖ Decision Making Processes (including County Council functions)
- ❖ Ward and Community Leadership
- ❖ Political Leadership
- ❖ Community Engagement and Community Cohesion
- ❖ Economic Development
- ❖ Service Briefings

There is a clear message in the objectives contained within the Corporate Plan that the Council needs to work with its partners to address the issues raised and this is taking place through the Lancaster District Local Strategic Partnership (LDLSP). As much of this work is undertaken by Cabinet Members, Councillors need to understand the process of the LDLSP and the Sustainable Community Strategy.

A programme of development sessions for Members on the Council's Regulatory Committees is also being introduced with the Audit Committee leading the way on this.

The continued use of different approaches to learning and development will continue to be explored and promoted such as shadowing, on-line learning and mentoring.

### Projects

In addition to addressing priority needs by means of the Training and Development Programme, it is recognised that action on a number of key priorities can be better delivered by means of projects to look at improving the way things are done or support provided. The following project areas will continue over the following year:

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



## 4. Progress

Set out below are a number of achievements and successes which highlight the Council's commitment to Member Development.

- ❖ The Council was awarded the North West Employers Organisation's Charter for Member Development in November 2008.
- ❖ The Council was also awarded the prestigious Municipal Journal Award for Member Development.
- ❖ The most recent Member Development Programme was launched at the Business Council meeting in May 2009. It includes 52 development opportunities for Members. This is a rolling programme which will be added to over the remainder of the year taking into account the priorities contained within this Strategy.
- ❖ Over the past 12 months, 71 development sessions have taken place. This does not include the individual support that has been offered to Members over the year such as one to one IT sessions.
- ❖ Councillors now have the use communal Members' rooms both at Lancaster and Morecambe Town Hall. In these rooms they have the use of several computers, access to the Members Library and information on training and development opportunities.
- ❖ The use of innovative development methods has been explored. Several Councillors took part in shadowing opportunities over the year and 'taster' sessions continue to give Councillors an insight into the diverse communities within the district.
- ❖ IT Workshops continue to take place before Council meetings at Morecambe Town Hall and personalised one to one IT training has been offered including using email, internet, web pages and Microsoft Word.
- ❖ E-newsletters continue as a source of valuable information for Councillors.
- ❖ Members continue to take up places on the IDEA Leadership Academy.
- ❖ All Council Business Committee meetings are now paperless.
- ❖ 80% Members have attended some type of training or development session over the last 12 months.
- ❖ A dedicated area on the intranet has been created for Members containing useful documents, links and ward information.
- ❖ A total of £9,800 is available in 2009/10 to support Member Development activity.
- ❖ The roll out of new laptops for Members took place in 2009. Teething difficulties were overcome and now most Councillors have a new faster machine for Council work.

Members' comments

*All relevant, good pace, no powerpoint – how different. Learnt directly and improved - Superb*  
Cllr Rob Smith

*I now feel more confident at speaking in public and making speeches.*  
Cllr June Ashworth

*I enjoyed the training immensely – the time went by so quickly*  
Cllr Evelyn Archer

**Communicating with Clarity**

*Good overview of functions – liked interactive nature*  
Cllr Roger Plumb

*I found all of the course very interesting. I don't think anything could have been improved.*  
Cllr Robert Redfern

**Role of Parish and Town Councils**

*Very pleased with session*  
Cllr Ron Sands

*All the information gained was useful*  
Cllr Roger Sherlock

**Decision Making Process**

*Excellent way to get further use of information on intranet – good explanation of decision making.*  
Cllr Keith Sowden

*It's informative and will help explain the process to constituents when asked – especially with regards to length of process.*  
Cllr Roger Plumb

## **5. One to One Interviews**

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

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

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

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

## **6. Attendance at Seminars/Conferences**

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

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

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

## **7. Member Development Budget**

In terms of budget allocation for Member Development, the Strategy goes beyond 2010/11 when the current term of office ends so that budgets set for future years as part of the Medium Term Financial Strategy can be programmed to deliver appropriate training and development each year as Members' experience and knowledge grows. For 2009/10 the budget is set as £9,800.

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

## **8. Statutory and Mandatory Training**

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

## 9. Members Roles and Responsibilities and the Corporate Plan

The Council sets out its corporate goals and priorities for the coming year in its Corporate Plan. The Corporate Plan approved by Council on 18 May 2009 sets out 4 priorities:-

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

As at January 2010,

The **Leader of the Council, Councillor Stuart Langhorn**, is responsible for:

- Relationships with other Councils
- Community Planning (Lancaster District LSP)
- Community engagement and consultation
- Neighbourhood Management/Community Leadership
- Performance Management

The Leader's areas of responsibility relate to Corporate Priority "Support our Local Communities" and support the following Corporate Plan Key Actions and Corporate Health Performance Indicators (**CHPIs**)

**7.2** Support the LDLSP's development of a Community Engagement Framework for the district where this is a priority for the Council.

**7.4** Continue to work with Lancashire County Council and the district's parish and town councils to ensure the three tiers of local government work more effectively (includes development of a district Parish Charter).

**CHPI 6.** % of residents rate their local area as a very good or fairly good place to live – baseline and target to be established from Place Survey.

**CHPI 7.** % of residents agree that the City Council provides value for money (Place Survey).

Maintain Level 1 of the Member Development Charter.

There are nine other Cabinet Members and each holds responsibility for a specific portfolio. For 2009/10 these are shown below with their link to the Corporate Plan:-

### **Children and Young People – Councillor June Ashworth**

Councillor Ashworth's portfolio relates to Corporate Priorities "Safe and Healthy Communities" and "Support our Local Communities" and supports the following Corporate Plan Key Actions:

**4.3** Implement Sports and Arts Project (works with targeted young people to divert them away from crime through free access to sports and arts facilities).  
**5.2** Maintain children and young people participation in sports and physical activities.  
**5.5** Implement Sports and Physical Activities Alliance (SPAA) projects.  
**7.3** Deliver the Council's actions in the LDLSP's Children & Young People Thematic Group Action Plan – Implement Lancaster City Council's own C&YP action plan and maintain the range of opportunities for children and young people to take part in positive activities

### **The Economy - Councillor Evelyn Archer**

Councillor Archer's portfolio relates to Corporate Priority "Support our Local Economy" and supports the following Corporate Plan Key Actions:

**1.1** Develop and implement with partner organisations a sustainable economic regeneration programme for the District based upon the LDLSP Economy Thematic Group Economy Action Plan and our own Tourism Strategy.

**1.2** Complete Economic Investment Strategy by developing projects around each of the following 5 Vision Themes and apply for funding support for each.

- Knowledge Economy
- Heysham to M6 Employment Corridor
- Re-inventing Morecambe
- Lancaster City and Riverside
- Carnforth Northern Gateway

### **Education, Skills and Opportunities – Councillor Abbott Bryning**

Councillor Bryning's portfolio relates to Corporate Priority "Support our Local Economy" and supports the following Corporate Plan Key Actions:

**1.3** Deliver the council's actions in the LDLSP's Education, Skills, and Opportunities Thematic Group Action plan

- Prepare Local Employment Skills Plan
- Develop Employer Engagement Action Plan
- Prepare (workless groups and individuals) Outreach and Engagement Action Plans

### **Health and Wellbeing – Councillor David Kerr**

Councillor Kerr's portfolio relates to Corporate Priorities "Clean and Green Places" and "Safe and Healthy Communities" and supports the following Corporate Plan Key Actions:

**3.5** Improve the energy efficiency of our council housing stock.  
**5.1** Deliver the Council's actions in the LDLSP's Health and Well Being Thematic Group Action Plan.  
**6.1** Deliver the council's actions in the LDLSP's Health & Well Being Thematic Group action plan - Provide affordable housing in accordance with the Housing Strategy and Local Development Framework.  
**6.2** Reduce the number of households living in temporary accommodation.

- 6.3** Refresh Housing Strategy 2009-2012.  
**6.4** Implement Homeless Strategy Action Plan - Reduce the levels of homelessness within the district.  
**6.5** Deliver 2009/10 council housing Capital programme.

### **The Environment – Councillor Jon Barry**

Councillor Barry's portfolio relates to Corporate Priorities "Clean and Green Places" and "Safe and Healthy Communities" and supports the following Corporate Plan Key Actions:

- 2.1** Deliver the Council's actions in the LDLSP's Environment Thematic Group Action plan.  
**2.2** Maintain the cleanliness of our streets and public spaces through a combination of education, enforcement and service delivery.  
**2.3** Work with other organisations / stakeholders to deliver joint projects - Clean Sweep and Street Pride initiatives.  
**2.4** Implement Lancashire Waste Strategy by :-
- Introducing food waste recycling in 2010/11
  - offering commercial waste recycling
  - using education and enforcement to increase domestic waste recycling
  - increasing the amount of cleansing waster recycled.
- 3.1** Deliver the Council's actions in the LDLSP's Environment Thematic Group Action Plan.  
**3.2** Implement the Council's In House Climate Strategy.  
**3.3** Promote energy efficiency initiatives for local homeowners (specifically Strategic Housing initiatives).  
**3.4** Improve the energy efficiency of our public buildings.  
**3.6** Develop Management Plans for the district's AONB's.  
**5.3** Implement Cycling Demonstration Town programme.  
**5.4** Prepare effective air quality solutions through implementation of the LSP Environment thematic group Stage 2 action plans for air quality.

### **Safety – Councillor Eileen Blamire**

Councillor Blamire's portfolio relates to Corporate Priority "Safe and Healthy Communities" and supports the following Corporate Plan Key Actions:

- 4.1** Deliver the Council's actions in the LDLSP's Community Safety Thematic Group Action Plan.  
**4.2** Deliver the Council's actions in the LDLSP's Valuing People Thematic Group (part).

### **Valuing People – Councillor Jane Fletcher**

Councillor Fletcher's portfolio relates to Corporate Priorities "Support our Local Communities" and supports the following Corporate Plan Key Action and Corporate Health Performance Indicator:

- 7.1** Deliver the Council's actions in the LDLSP's Valuing People Thematic Group Action Plan – develop and implement a Community Cohesion Strategy.  
**CHPI 9.** Level of Equality Standard for Local Government.

**Finance – Councillor Malcolm Thomas**

Councillor Thomas' portfolio supports the following Corporate Plan Corporate Health Performance Indicators:

**CHPI 1.** Keep the city Council element of Council Tax increases to acceptable levels being 4% or less in 2009/10 and in 2010/11 and 2011/12.

**CHPI 2.** NI179 – Value for money – total net value of ongoing cash releasing value for money gains (Efficiency/MTFS targets).

**CHPI 3.** % of property marketed to achieve asset sales to generate agreed capital receipts.

**CHPI 10.** Use of Resources judgements. Assess targets following 2008/09 judgement.

**Internal – Roger Mace**

Councillor Mace's portfolio supports the following Corporate Plan Corporate Health Performance Indicators:

**CHPI 4.** % of services where initial access via Customer Service Centres can be either face to face, telephone or web - 2009/10 40%.

**CHPI 5.** NI14 – Avoidable contact – reduce from 52% (2008/09) to 40% (2009/10).

**CHPI 8.** Reduce the number of days lost to sickness absence from 9.98 (2007/08) to 9.50 (2009/10).

Income collection

**CHPI 12.** - % of in year Council Tax collected

2009/10 96.6%

2010/11 96.8%

2011/12 97.0%

**CHPI 13.** - % of NNDR collected

2009/10 98.0%

2010/11 98.4%

2011/12 98.5%

**CHPI 14.** NI180 – Changes to Housing Benefit/Council Tax Benefit entitlements within the year:

2009/10 12,500

2010/11 12,600

2011/12 12,700

**CHPI 15.** NI181 – Time taken to process Housing Benefit/Council Tax Benefit new claims and change events:

2009/10 14 days

2010/11 14 days

2011/12 14 days

## 10. Officer Support

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

Julie Rutlidge  
Assistant Ceremonial and Members' Officer  
Tel: (01524) 582170  
Email: [jrutlidge@lancaster.gov.uk](mailto:jrutlidge@lancaster.gov.uk)

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

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



**Outstanding Development needs from PDPs**

<b><u>Training Need</u></b>	<b><u>No of Councillors requesting</u></b>
Assertiveness	2
Budget/Local Govt Finances	6
Cabinet/Budget and Policy Framework	1
Chairing Skills	2
Civil Contingencies	1
Communications	1
Community Engagement	2
Counselling Skills	2
County Council, Function of	3
Dealing with Conflict	1
Decision Making	1
Equality Standard	1
Freedom Of Information	1
IT – Powerpoint	1
LDLSP/City Council Understanding	1
Legislation Training	2
Lone Working	3
Managing Casework	2
Media	3
Meeting Procedures	1
Members Interests	1
Officer/Member Relationships	1
O&S	1
Parish and Town Councils, Function of	1
Partnership Working	2

Procedures at Council	2
Questioning Skills	2
Speed Reading	2
Surgeries, Running	1
Time Management	2
Understanding the Role of Council Officers	2
Ward Profile	2
Young People	2

# CORPORATE PLAN 2010-13

## Foreword

By the Leader & Chief Executive

Every area of the country continues to feel the effects of the economic recession and the after effect of these extraordinary events continues to cause a serious challenge to all public services.

The economic downturn is having serious consequences on our local communities. Jobs are obviously at risk and economic tensions can endanger community cohesion. In addition, central government funding for public services will undoubtedly be reduced in the near future.

Although the council can't solve these problems on its own, we are continuing to work closely with our major partners, to mitigate some of the worst aspects of the recession. Local councils have a critical role in ensuring community cohesion by keeping people talking, and we have a crucial responsibility in generating economic development by promoting our localities for jobs and tourism. We also have an important part to play in showing that we, in public service, understand the difficulties individuals and families are facing.

In light of the above, the Council has decided to change the emphasis of its vision in respect of Morecambe and now highlights Morecambe's future in the context of a seaside resort recognised for its tourism offer, sustainable economy, and stable resident community.

Our responsibility is to have the right structures in place to provide a wide range of good quality value for money services that meet local needs. We are however facing extraordinary financial pressures arising from falling income from fees and charges (e.g. from planning applications, parking charges and land searches); the falling value of some of our assets; lower returns from investments; the need to minimise Council Tax increases; and other financial issues such as the pressures from concessionary travel, the banking crisis, and Lancaster Market. The state of the economy is also having an impact with increased expenditure in maintaining security and health and safety standards on our regeneration sites.

As a result of these pressures, we must continue to demonstrate how we are driving value for money through our organisation and how we are making savings. We must strive to be even more efficient by reducing our costs whilst at the same time effectively meeting the needs of the community and by making sure that we are ready to act positively when the economic recession turns.

Striving to be more efficient has meant some tough decisions and a reluctant acceptance that the city council simply can't do everything that it currently does. We fully appreciate that some of the decisions we have taken, and will continue to take in the coming months and years, may be controversial and disappointing to those who have in the past benefited from those service areas affected by the decisions. We can assure you that these decisions are not taken lightly.

The recession has left us having to find significant savings to balance our books in line with our financial targets. This year's budget has seen the council make savings and efficiencies in excess of £1m. But this is not enough to meet all the council's financial pressures in the immediate future. We estimate that a further £1.25m savings need to be achieved over the next two years to safeguard vital local services and keep council tax down. We have already made significant efficiency savings within the council, but more is needed, and we can assure you that we will tackle these challenges in an open and transparent way.

Looking forward to 2010/11 we are confident we will be in a strong position to deliver our main priorities set out in this Plan both efficiently and effectively for the benefit of all our customers.

## Our vision:

*“By promoting city, coast and countryside, we will secure a safe and prosperous community that’s proud of its natural and cultural assets and provides lasting opportunities for all.”*

- **In Morecambe** this means a seaside resort recognised as vital and vibrant and for its tourism offer in an exceptional natural setting with a sustainable economy and a stable resident community.
- **In Lancaster** this means being recognised as an important University city with an envied quality of life, strong economic opportunity and rich heritage.
- **In our countryside** this means a sustainable quality of life that protects communities and landscapes while providing the economic opportunity to flourish.

### What is our role?

- To provide the democratic leadership, with high ethical standards, needed to help the district address the major issues facing it.
- To bring communities and agencies together to work in partnership to address the major issues affecting the district.
- To provide a range of customer focused services that offer value for money and meet the needs of people who live, work and visit the district.
- To maintain a cohesive community by ensuring we understand the needs of our communities and provide equality of access to our services and employment opportunities.

### The Council’s Core Values

Our core values state clearly and simply what Lancaster City Council stands for and wants to be known for.

#### **Leading our Communities**

We will bring communities together to deal with the major issues facing us and work with our partners to deliver real improvements to quality of life for those in our district.

#### **Putting our customers first**

Our customers are at the heart of what we do. We will listen to, respect and value their views, using them to shape our services.

#### **Creating a skilled and professional workforce**

We are proud of our skilled and professional employees. We want our people to feel supported, valued and proud to serve our communities and be our ambassadors in the community.

#### **Providing Value for Money**

Ensuring that the council’s limited resources are used in the most cost effective manner to deliver our approved priorities and agreed standards of service

## Our Corporate Priorities

### 1. ECONOMIC REGENERATION –SUPPORTING OUR ECONOMY

#### a) *Energy Coast and Environmental Technology*

- Lancaster Science Park - creation of a new, regionally important science park to support and create businesses and jobs
- Nuclear Energy - working to ensure the creation of local jobs, supplies of local goods and services and network capacity from the Energy Coast initiatives.
- Renewable Energy - detailed plans for the development of renewable energy sources along the coast
- Employment sites - bringing brownfield and derelict land in the district back into use, particularly with improved access from the new M6 link road
- Worklessness- identify, and work with key partners to develop programmes and training opportunities to address the Worklessness issues around the District, linking closely to future jobs growth within the Energy and environmental technology sectors.

#### b) *Heritage and Cultural Tourism for the district, including creative industries and employment*

- Morecambe Area Action Plan - a comprehensive plan for investment in Morecambe, including the central promenade area and the retail centre
- Lancaster Square Routes - programme of improvement to Lancaster's public areas to enhance the city's valuable heritage and create a more vibrant city centre
- Morecambe Townscape Heritage Initiative - improvements to retail premises
- Cultural Heritage Investment Strategy - development of a planned programme of activities to improve the offer of the district's heritage assets, including museums, retail offer, and the castle
- Luneside East - to support the development of an urban village in Lancaster to provide additional quality business space and housing
- Carnforth-to establish Carnforth as a commercial/service centre for the rural hinterland via the local action group (LAG) programme

## 2. CLIMATE CHANGE

All local authorities can and should be taking action to combat climate change. The City Council is committed to implementing its 5 year Climate Change Strategy focusing on energy savings and carbon emission reduction to generate efficiencies and environmental improvements. This commitment includes the following specific targets :-

- 10% Reduction Target agreed for 2010/11
- 34% Reduction Target set for 2020
- 80% Reduction Target set for 2050

The City Council is also committed to working with its partners to help deliver the community climate change actions through the Lancaster District Local Strategic Partnership and Lancashire Local Area Agreement. By working in partnership with other agencies, the city council believes it can significantly help to reduce the overall level of CO<sub>2</sub> emissions in our local area.

## 3. STATUTORY SERVICES – MEETING OUR RESPONSIBILITIES

By law, Lancaster City Council must provide certain statutory services. Others, which it can choose whether or not to provide, are discretionary services.

For some statutory services, the legal requirement may include a minimum standard of service which must be met. In others there is more flexibility.

In some statutory services, Lancaster City Council has chosen to use that flexibility in determining service standards and to provide services above the minimum to reflect the community's wishes.

In particular, this concerns our "*clean and green*" services – that is our commitment to achieve at least the minimum statutory standards of delivery for services such as planning, housing, environmental health, community safety, street cleaning, and refuse collection. But in addition to these, there are also a range of other statutory services, such as housing benefits and council tax administration, and financial, legal and democratic services that are crucial to ensure that the council can function efficiently to deliver all its services.

However, if the council wishes to continue to provide services above the minimum, we will only do so if we can justify the following:-

- Does providing the statutory service above minimum levels help meet the economic regeneration or climate change priorities?
- Is it a high priority for local citizens?
- Is it a high priority within the local Sustainable Community Strategy?
- Does it represent value for money

#### **4. PARTNERSHIP WORKING & COMMUNITY LEADERSHIP**

The City Council will continue to work with our partners, particularly those in the Lancaster District Local Strategic Partnership (LDLSP), to help the District to deliver the Sustainable Community Strategy priorities and target outcomes, and to also provide services currently contributing to the quality of life in the district that are not the District Council's main function or priority.

Local partnerships are essential to deliver improvements in people's quality of life. By working within the partnerships already established within the district, and through the development of new ones, the Council can make a meaningful and telling contribution to delivering the priorities of the district's community strategy and the county wide Local Area Agreement

Equality of opportunity is critical to quality of life of local people. As such, it's an issue that goes to the heart of the role of local councils. Equality is about increasing the life chances of all of our citizens.

The new Equalities Framework for Local Government offers us the guidance needed for us to progress our approaches to age, disability, gender, race, religion and broader equality and human rights issues.

Adopting and working to the principles set out in the Framework will fulfill our responsibility to ensure equality of access to our services.

The city council recognises its community engagement and leadership role can be enhanced and promoted through improved partnership working as a means to address local needs such as housing, health, children and young people, environment, education, social care and crime and disorder.

<b>Corporate Priority: Economic Regeneration - Supporting our economy</b>		
<b>Objective 1: Energy Coast, and Environmental Technology</b>		
<b>Key Targets:</b>		
<p><b>NI152</b> – Working age people claiming out of work benefits.  <b>NI153</b> – Working age people claiming out of work benefits in the worst performing neighbourhoods.  <b>NI170</b> – Previously developed land that has been vacant or derelict for more than 5 years  <b>NI171</b> – VAT registration rate (source data ONS) target subject to LAA 09/10 negotiations  <b>NI172</b> – VAT registered businesses showing growth (source ONS) not within LAA</p> <p><b>LOCAL</b> - Tourism spend for last available year (NB. always 12 months lag )  <b>LOCAL</b> - Number of individuals assisted with integrated support  <b>LOCAL</b> - Number of businesses assisted through business support measures  <b>LOCAL</b> - Number of business start ups as a result of local initiatives  <b>LOCAL</b> - Number of new businesses as a result of local initiatives surviving 12 months  <b>LOCAL</b> - Number of hectares of public realm created or improved  <b>LOCAL</b> - Number of enquiries at Visitor Information Centres</p>		
<b>Key Actions:</b>	<b>Action by:</b>	
	<b>Lead Offr</b>	<b>Lead Cab Mem</b>
1.1 Implement with partner organisations a sustainable economic regeneration programme for the District based upon the LDLSP Economy Thematic Group Economy Action Plan and our own Tourism Strategy.		
1.2 Complete Economic Investment Strategy by developing projects around each of the following 2 Vision Themes and apply for funding support for each. <ul style="list-style-type: none"> <li>▪ Knowledge Economy</li> <li>▪ Heysham to M6 Employment Corridor</li> </ul>		
1.3 Deliver the council's actions in the LSP's Education, Skills, and Opportunities Thematic Group Action plan <ul style="list-style-type: none"> <li>▪ Prepare Local Employment Skills Plan</li> <li>▪ Develop Employer Engagement Action Plan</li> <li>▪ Prepare Outreach and Engagement Action Plans for workless groups and individuals</li> </ul>		
1.4 To deliver the council's Energy Coast contribution to the Mid Lancs MAA		
<b>Projects</b>		
<ul style="list-style-type: none"> <li>• Initial assessment of the viability of potential employment sites along the Heysham to M6 Employment Corridor</li> <li>• Lancaster Science Park</li> <li>• Middleton Resource Recovery Park</li> <li>• Deliver a package of integrated support for workless individuals in the district's most deprived wards</li> </ul>		



- Deliver the Business Support rent grant scheme and work with partners to develop other business support initiatives
- Work with county council to develop a package of districtwide transport proposals that address traffic related air quality and climate change challenges
- Energy Coast related Projects
- District Wide Broadband project
- Establish effective Business Forums
- Centenary House (Co-op) feasibility study
- Morecambe Football Club

**Rationale:** Economic Investment Strategy, Sustainable Community Strategy

**Objective 2: Heritage & Cultural Tourism for the District , including Creative Industries and Employment**

**Key Targets:**

<b>Key Actions:</b>	<b>Action by:</b>	
	<b>Lead Offr</b>	<b>Lead Cab Mem</b>
2.1 Review Development Agreement with Canal Corridor partner		
2.2 Implement actions arising from the Cultural Heritage Investment Strategy		
2.3 To deliver the council's heritage, cultural, and tourism contribution to the Mid Lancs MAA		
2.4 Develop an Area action plan for Morecambe		
2.5 Complete the Economic Investment Strategy by developing projects around each of the following 3 Vision Themes and apply for funding to support each. <ul style="list-style-type: none"> <li>• Re-Inventing Morecambe</li> <li>• Lancaster City and Riverside</li> <li>• Carnforth northern Gateway</li> </ul>		

**Projects**

- Prepare Luneside East for development including site remediation
- Survey and viability work for the wider Luneside area
- Implement the refreshed West End Action Plan including a revised proposal for the Chatsworth Gardens
- Public realm design proposals for Morecambe Central Promenade area
- Work to deliver a programme of rural development initiatives in partnership with Lancashire County Council
- Morecambe Area Action Plan
- Research and develop a Concordat for Morecambe Bay Regional Park
- Lancaster Market
- Cultural Heritage Investment Strategy
- Morecambe Townscape Heritage Initiative 2
- Lancaster Square Routes
- Public realm design proposals for Morecambe urban centre and promenade

**Rationale:** Sustainable Community Strategy, Cultural Heritage Investment Strategy

## Corporate Priority: Climate Change

### Objective: 3. To tackle the challenges of Climate Change

#### Key Targets:

Carbon Reduction Targets NI 185

- In 2010/11 a 10% reduction
- By 2020 a 34% reduction
- By 2050 a 80% reduction

Adaptation NI 188

Planning to Adapt to Climate Change - 2010/11 Level 2  
 - 2011/12 Level 3  
 - 2012/13 Level 4

NI 192- Household waste reused / recycled / composted

- 2010/11- 42%
- 2011/12- 48%
- 2012/13- 50%

#### Local Targets

- Loft Insulation from 150mm to 270mm in all council houses by end of 2011/12
- Double Glazing in council homes
  - 2010/11 82.5%
  - 2011/12 86.5%
  - 2012/13 88.5%
- "A" Rated Boilers fitted in council homes
  - 2010/11 80.0%
  - 2011/12 87.0%
  - 2012/13 95.0%
- Increase Council Housing SAP ratings from 70 to 73 by March 2013
- Local- Continue to reuse / recycle at least 50% of all bulky household waste collected

Key Actions:	Action by:	
	Lead Offr	Lead Cab Mem
3.1 Deliver the actions in the Climate Change Energy Action Plan		
3.2 Deliver the appropriate actions from the Energy Savings Trust Green/Grey Fleet Review.		
3.3 Deliver the housing capital programme energy efficiency projects		
3.4 Deliver the corporate municipal buildings repairs programme		
3.5 Implement the Lancashire Waste Strategy - 2008-2020- 'Rubbish to Resources'		

### Projects

- Investigate how technology could be used to further reduce CO2 emissions from the Council's own vehicle fleet
- Develop & implement energy reduction plans for each corporate building over a 2 year period
- Conduct feasibility study to develop renewable technologies in suitable corporate buildings
- Implement actions arising from the district wide Thermal Image Survey
- Roll out the Internal Climate Change Communications Plan
- Introduction of food waste collection and mixed recycling

**Rationale :-** Sustainable Community Strategy, City Council's Climate Change Strategy

## Corporate Priority: Statutory Services

**Objective: 4. Meet the council's statutory requirements for service delivery**

**Key Targets:**  
**Clean & Green**

NI 195 - Levels of street and environmental cleanliness-

- 2010/11 litter 8%, detritus 12%, graffiti 2%, flyposting 0%
- 2011/12 litter 8%, detritus 11%, graffiti 2%, flyposting 0%
- 2012/13 litter 8%, detritus 10%, graffiti 2%, flyposting 0%

Local- % of customer requests with regard to cleanliness issues responded to within 1 working day- target 90%

Local- Reduce air pollution through air quality action plans to achieve statutory objective levels

**Key Actions:**

**Action by:**

**Lead  
Officer**

**Lead  
Cabinet  
Member**

4.1 To monitor and review all statutory services to provide assurance that minimum standards can be met and to quantify any services provided above minimum standards to enable a decision to be made as to whether or not this is a priority to continue in the future and that it provides value for money.

4.2 Clean and Green Services  
Meet our responsibilities by maintaining the cleanliness of our streets & public spaces

- Deliver the Council's actions in the LDLSP's Environment Thematic Group Action plan
- Maintain the cleanliness of our streets & public spaces through a combination of education, enforcement and service delivery.
- Work with other organisations/stakeholders to deliver joint environmental initiatives (eg Clean Sweep, Street Pride, Community Payback)
- Deliver other key environmental services (eg grounds m'tce, playgrounds) in such a way as to contribute to this objective

### Projects

- Clean Sweep ,Community Payback , & Street Pride
- Review of districtwide playground provision and grounds maintenance
- Housing Options/ Choice Based Lettings
- Air Quality Action Plans
- Democratic Renewal Project
- To undertake a review of the council's fair pay structure
- Workforce Planning
- HR/Payroll replacement programme
- Phase 2 of the Revenues shared service project

**Rationale:** To ensure that any statutory service provided above the minimum level is as a result of democratic consideration and prioritisation.

<b>Corporate Priority: Partnership Working &amp; Community Leadership</b>		
<b>Objective: 5. To continue to work with our partners to deliver the targets in the Sustainable Community Strategy and to bring about other improvements and efficiencies in the way that services are delivered locally.</b>		
<b>Key Targets: To increase overall customer satisfaction levels from 39% to 50% by 2011 To meet the council's NI 179 targets for efficiency savings</b>		
<b>Key Actions:</b>	<b>Action by:</b>	
	<b>Lead Offr</b>	<b>Lead Cab Mem</b>
5.1 To deliver the council's agreed contributions to achieve the priorities and outcomes in the Sustainable Community Strategy and LDLSP's Thematic Group action plans including Equality and Diversity		
5.2 To implement the council's agreed programme for Shared Services and research other opportunities wherever possible		
5.3 To produce a Community Plan for Skerton resulting from the successful completion of the Connecting Communities Project.		
5.4 To work with partners to secure the most effective outcomes from utilizing Performance Reward Grant monies		
5.5 To become an 'achieving' authority' under the Equality Framework for Local Government' by March 2011..		
<b>Projects</b>		
<ul style="list-style-type: none"> <li>• Refresh of the Sustainable Community Strategy</li> <li>• Officer project groups of the LDLSP</li> <li>• Big Ticket projects, including Affordable Housing, Community Cohesion, Health Inequalities, Climate Change, and Worklessness</li> <li>• Connecting Communities Project</li> <li>• Facilities Management</li> <li>• Equality Framework 'achieving project</li> </ul>		
<b>Rationale:</b> Sustainable Community Strategy, Shared Services Programme		

## Corporate Health Performance

### Key Corporate Indicators:

These are the key targets which will measure the progress as a whole the council has made towards achieving its overall aim to maintain a well managed, cost-effective council responsive to the needs and aspirations of local people.

- CH1** *Keep the city council element of Council Tax increases to acceptable levels being 3.75% or less in 2010/11 and in 2011-12 and 2012/13.*
- CH2** *NI179 – Value for money – total net value of ongoing cash releasing value for money gains*
- CH3** *% of services where initial access via customer service centres can be either face to face, telephone or web – from 40% to 50% 2010/11*
- CH4** *% of residents rate their local area as a very good or fairly good place to live – Place Survey baseline 2009 was 80% Target to achieve by 2011:- 85%*
- CH5** *% of residents who are satisfied with the way their local council is run – Place Survey baseline 2009 was 40% Target to achieve by 2011 50%*
- CH6** *% of residents agree that the city council provides value for money - Place Survey baseline 2009 was 31 % Target to achieve by 2001 :- 50%*
- CH7** *Reduce the no. of days per employee lost to sickness absence from 12.06 (09/10) to 9 in 10/11*
- CH8** *To become an 'achieving' authority' under the Equality Framework for Local Government' by March 2011*
- CH9** *Use of resources judgment 2010*  
*Managing Finance from 2 to 3*  
*Governing the Business from 2 to 3*  
*Managing Resources from 1 to 2*
- CH10** *Unqualified audit opinion gained on Council's annual accounts with supporting positive assurance report and corporate governance statement*
- CH11** *Member Development Charter Target for 2010/11 from level 1 to 2*
- CH12\*** *% of in year Council Tax collected 2010/11 97.0% 2011/12 97.2% 2012/13 97.3%*
- CH12\*** *% of NNDR collected 2010/11 98.2% 2011/12 98.4% 2012/13 98.6%*
- CH13\*** *NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events. 2010/11 14 days 2011/12 14days 2012/13 14 days*

**\* Targets for 2011/12 and beyond are provisional and will be reviewed as and when the Shared Service for Revenue Services with Preston is progressed**

**COUNCIL BUSINESS COMMITTEE****North West Charter for Member Development - Level 2****24<sup>th</sup> June 2010****Report of Head of Democratic Services****PURPOSE OF REPORT**

To request Council Business Committee to consider the way forward in respect of gaining Level 2 of the North West Charter for Member Development.

**This report is public**

**RECOMMENDATION**

**That Members consider the way forward in respect of gaining Level 2 of the North West Charter for Member Development.**

**1. Introduction**

Members will recall that the Council took the decision in 2002 to sign up to the North West Charter for elected Member Development. Leading up to the 2007 elections work was undertaken to achieve level 1 of the North West Charter for Member Development. Unfortunately, the Council was not successful in its efforts this time.

The Council continued its work towards achieving level 1 and was successful in its second attempt in 2008. Members of the Committee travelled to Manchester to receive the Charter and whilst there, were awarded the prestigious Municipal Journal Award for Member Development.

**2. Report**

To maintain the Charter standards, authorities are reviewed three years after being awarded the Charter. Councils have to demonstrate that they are still committed to Member Development and are maintaining the same level of standards. This means that Lancaster City Council is due to be reviewed in summer 2011.

However there is the option for the Council to be assessed for level 2 of the Charter rather than the 3 year review at level 1. Many local authorities are now trying to achieve level 2 of the Charter rather than being reviewed at level 1.

The Corporate Plan 2010-13 sets out a key Corporate Indicator, CH11, for the Council to achieve level 2 of the Charter next year which would mean that the Council would skip the review of level 1.

To qualify for Level 2 of the Charter a local authority has to prove that a particular aspect of Members development has had a positive impact on the Community and the Authority.

The Council would need to provide evidence to support its application, demonstrating:

- The impact of Member Development on the work of Lancaster City Council
- Excellence in one or more areas of Member development practice
- Commitment to continuous improvement in Member development

Officers have undertaken some initial work on ideas for a Level 2 assessment.

The idea that is most favourable is based on developing councillors' skills in relation to Ward and Community Leadership and promoting their community engagement role. More work is required to determine the precise nature of such a development programme and whether such a project could be sufficiently quantifiable.

To provide the evidence required to achieve Level 2, there must be a 'baseline' measurement followed by a measurement after the Member development has taken place which shows the positive change that has taken place.

As an example to illustrate this, Blackpool Borough Council concentrated on the Licensing training programme provided to their Members prior to the Licensing Act 2003; the impact that this training had on the Councillors in their roles as licensing panel Members; their interaction with other agencies/bodies involved in the licensing process, and the impact on the wider community.

Blackpool undertook a consultation process with the bodies/organisations from outside the Council that had been involved in the Licensing process to gain an understanding of their experiences of the licensing process and how they felt the training undertaken by Members had affected their decision making skills and improved knowledge of the licensing legislation.

The NWE0 have produced a comprehensive toolkit to aid a level 2 assessment. It gives practical lesson on how to achieve level 2 of the Charter and gives examples on how the all important community impact assessment can be measured. This can be viewed at [www.nweo.org.uk/ElectedMembers/MemberCharter/Evaluation+Toolkit+-+Community+Impact/](http://www.nweo.org.uk/ElectedMembers/MemberCharter/Evaluation+Toolkit+-+Community+Impact/) and copies will be available at the meeting..

The guidance states :

*Put simply, evaluating the impact of Member development means checking if residents in the community are getting, seeing and feeling the benefits of their elected representatives doing more learning and development.*

*The package of skills which this demands from Councillors – individually or working as a team – is extensive: listening; negotiating; probing and scrutinising; handling contradiction; lobbying; campaigning; community development; conflict resolution; mediation; and, of course, decision making.*

*There are still serious gaps to overcome between community perceptions and awareness of the work of local Elected Members, and Members' own views about whether they are doing a good job. Evaluation might be able to help bridge those gaps in perceptions by further demonstrating how Members' work helps improve the lives of their constituents.*

*Our key messages are: that Members and Officers should keep a focus on the community when looking at the results of Member development; and that they can enjoy finding out what difference was made by all their hard work on training, mentoring, e-learning, study visits and the rest. Member development is now well established. Perceptions of Member development have come a long way from being seen as an add-on or afterthought, or as an excuse to attend junkets or fancy conferences. However, we remain perhaps a long way off fully understanding or recognising the true extent of the potential value of Member development, not just for Members themselves but for communities. More advanced evaluation is one tool to enable this value to be identified and appreciated.*

### **3. Proposal**

At this stage the Committee is asked to confirm that the wish to move forward with the intention of applying for Level 2 status and to determine a way forward.

One of the underlying principles in the Charter is that all member development should be 'member-led' and it is important therefore that members are involved in determining the project on which the assessment is based and are fully supportive.

Members are therefore requested to put forward suggestions at this meeting and determine the project which should be progressed.

Alternatively Members may wish to invite views from all Councillors and establish a small working group of interested councillors to meet informally and consider in more depth any ideas proposed for the level 2 application. If Members agree this option, it is recommended that the decision on which project to pursue should be delegated to the Head of Democratic Services, in consultation with the Chairman of the Council Business Committee.

#### **RELATIONSHIP TO POLICY FRAMEWORK**

The work of Member Development supports Councillors in delivering the corporate vision and priorities.

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

There are no direct implications.

#### **FINANCIAL IMPLICATIONS**

Any costs associated with a level 2 assessment must be contained within the Member Development budget for 2010/11 and 2011/12.

The budget for 2010/11 is set at £9,900 with a forecasted budget of £14,900 in 2011/12 to ensure that a full induction programme can be provided for new councillors following the 2011 city Council elections.



**SECTION 151 OFFICER'S COMMENTS**

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

**LEGAL IMPLICATIONS**

There are no direct legal implications arising from this report.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

NWEO Member Development Charter  
Making a Difference – Toolkit on Elected  
Member Development

**Contact Officer:** Jenny Kay  
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**Ref:**

**COUNCIL BUSINESS COMMITTEE**

**Special Council Meeting 2010  
24 June 2010**

**Report of Head of Democratic Services**

**PURPOSE OF REPORT**

To seek Members consideration of a proposal for the Special Council Meeting 2010.

**This report is public**

**RECOMMENDATIONS**

- (1) That the meeting of Council on 13 October 2010 should be designated as the special council meeting for 2010 in accordance with Council Procedure Rule 4.1.
- (2) That the Head of Democratic Services be authorised to make appropriate arrangements for the 2010 Special meeting on the lines set out in section 2 of the report, in consultation with the Chairman of the Committee and other Group Administrators as necessary.
- (3) That a progress report be submitted to Council Business Committee in September setting out further details of the proposed event.

**1.0 Introduction**

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

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

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

- 1.2 In 2009, Council Business Committee Members felt that, because of the financial situation, the Special Council Meeting should be cancelled in 2009 but resolved that it be reinstated in 2010. Full Council therefore agreed the inclusion of an October Council meeting in the annual timetable for 2010/11 for this purpose.

This report sets out a proposal for the 2010 Special Council meeting for the Committee's consideration.

## **2.0 Proposal Details**

### **2.1 Concept**

Would *you* like to be a Councillor? - (*Working title*)

An event to promote the roles of City Councillor and Parish Councillor to local people interested in standing for election in 2011. The meeting would inform, examine and discuss several key points, for example:-

- Explain the different tiers of local government, including the remit of City and Parish Councils and the role of the County Council
- The time commitment required
- The skills needed and the induction training, ongoing support and development opportunities offered to Councillors
- Members' allowances
- Decision-making structure and the variety of a Councillors workload (Ward work, regulatory committees, Cabinet, O&S, etc)
- Management Structure and the role of Officers
- The election process

Council Members would have the opportunity to discuss their experiences with potential candidates, provide advice and guidance and give interested people a glimpse of the Councillor's role, its demands and rewards, to help potential candidates assess whether this is something they wish to pursue.

### **2.2 Context:**

One of the Council's stated priorities in the Corporate Plan is Community Leadership and stimulating interest in the people of the district to become Councillors will help encourage the Community Leaders of the future.

The Council also has a statutory responsibility to organise the District and Parish elections which will be held in May 2011. As part of the preparations for the local elections Democratic Services will be expected to hold sessions to promote becoming a Councillor. If the Committee were to approve this proposal for the 2010 Special Council meeting the resources (staff time, refreshments, etc) that would have been used to support the promotional event would be directed to the Special Council meeting making it more cost effective.

A Special Council meeting on this theme would also provide better value for money as a promotional forum. It would be on a larger scale than the intended promotional event, with more Elected Members attending to give a fully rounded picture of the work of a Councillor to potential candidates.

### **2.3 Participants:**

The Special Council meeting and forthcoming elections would be publicised to encourage members of the public who have an interest in becoming Councillors to attend the meeting.

**2.4 Format:**

It is proposed that the event should be a half day comprised of the input from City Councillors and Parish Councillors using the topics listed above as a guide and with information packs available for potential candidates to take away.

If the Committee is minded to approve this suggestion for the Special Council meeting, Members are asked to give thought to the preferred venue, the type of refreshments and whether the format should be participatory for those attending, perhaps in the form of workshops.

**2.5 Management**

It is suggested that the event is managed by Democratic Services with support from Community Engagement.

**3.0 Details of Consultation**

3.1 At this the concept stage no consultation has taken place.

**4.0 Options and Options Analysis (including risk assessment)**

4.1 The options available to the Committee are to approve the proposal as set out in this report, to amend the proposal or to propose an alternative. Whilst there are few risks attached to this proposal it is important that work begins on planning the special council meeting as soon as possible in order that a suitable and successful event can be achieved.

**5.0 Conclusion**

5.1 It is the view of officers that the proposal as set out in this report provides a suitable subject for the special council meeting. It is a necessary piece of work on an issue of interest to Councillors and the public and is achievable given the timescales involved.

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

This supports the Council's role of Democratic Leadership and the core value - leading our communities.

**FINANCIAL IMPLICATIONS**

At the moment the costs of the meeting have not been identified and Members have been asked for their preferences, however all financial expenditure must be contained within existing budgets and will be reported back as part of the progress report in September.

**SECTION 151 OFFICER'S COMMENTS**

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

**LEGAL IMPLICATIONS**

Legal Services have been consulted and have no comments.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

None

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**Ref:**

**COUNCIL BUSINESS COMMITTEE****Mayoral Certificates****24<sup>th</sup> June 2010****Report of Head of Democratic Services****PURPOSE OF REPORT**

To inform Members of a request from a past Deputy Mayor to introduce a certificate for past Deputy Mayors and Mayoresses.

**This report is public**

**RECOMMENDATIONS**

**That Council Business Committee considers the introduction of certificates for past Mayors, Mayoresses/Consorts and Deputy Mayors.**

**1. Introduction**

Each year at the Mayor Making ceremony the outgoing Mayor and Mayoress or consort are presented with a Past-Mayor's badge and Past-Mayoress' badge to recognise their year in the role. This badge is often worn by Councillors at formal events to represent their status as a past Mayor. Each Mayor also receives an official framed photograph of themselves as Mayor at the end of their year in office.

At this year's Annual Mayor Making ceremony it was noted that there was no recognition of the role of Deputy Mayor and Mayoress/Consort in place.

In response to this, a request has been received from Councillor Redfern, the previous Deputy Mayor, that this should be included on the agenda for consideration by Members.

**2. Proposal Details**

Councillor Redfern has suggested that a certificate should be presented to the outgoing Deputy Mayor and Mayoress/Consort at Annual Council. He has also suggested that the certificates should be backdated to the previous Deputy Mayors/Mayoresses/Consorts for the past 10 years.

This could be undertaken by providing an appropriate framed certificate on similar lines to that provided to Honorary Aldermen and Councillors retiring after at least two terms of office.

Whilst the cost of this on an annual basis would not be great the only source of funding is the mayoral budget and for this reason the current Mayor's views have been obtained. He feels

that the proposal requires more detailed consideration and in particular believes that if agreed it should be a new initiative rather than being backdated as it would be difficult to draw a line as to how far this should go and would involve a higher level of expenditure in the initial year.

Members are asked to consider this request and if the Committee is minded to introduce such certificates, Members are requested to consider if these should be backdated as suggested.

**RELATIONSHIP TO POLICY FRAMEWORK**

The work of the Mayor supports the Council's Core Value to lead our communities.

**CONCLUSION OF IMPACT ASSESSMENT**

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

There are no direct implications.

**FINANCIAL IMPLICATIONS**

Framed certificates can be produced at minimal cost on the same lines as those presented to Aldermen and retiring Councillors who have served at least 8 years. The estimated cost of a frame and colour photocopy is no more than £10.

The cost of implementation would however have to be met from within the existing Mayoral budget. This currently stands at £8,400 having been reduced from £12,200 in 2009/10 and £14,800 in 2008/09.

Although a minimal cost, this would therefore further restrict the funding available to the Mayor for civic events and hospitality.

**SECTION 151 OFFICER'S COMMENTS**

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

**LEGAL IMPLICATIONS**

There are no direct legal implications arising from this report.

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

None

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**Ref:**

**COUNCIL BUSINESS COMMITTEE****Innovation and Learning Fund  
– Completion of the Member Induction Training DVD****24<sup>th</sup> June 2010****Report of Head of Democratic Services****PURPOSE OF REPORT**

To advise Members of the completion of the project to produce a Member Induction training DVD funded by the North West Improvement and Efficiency Partnership (NWIEP) Innovation Fund.

**This report is public**

**RECOMMENDATIONS**

- (1) That Council Business Committee note the completion of the project to produce a Member Induction training DVD funded by the North West Improvement and Efficiency Partnership (NWIEP) Innovation Fund.
- (2) That Members endorse the use of the DVD as part of the 2011 Induction process for newly elected Councillors.

**1. Introduction**

Members will recall that in June 2009 the Committee agreed to support Councillor Dennison's proposal to produce a training DVD for newly elected Councillors.

The North West Innovation Fund for Elected Members (funded by NWIEP as part of the Member Gateway) invited applications from individual Members for proposals to support a range of activities to improve services and knowledge through shared learning.

Councillor Dennison was successful in his application to them and the Council was awarded up to £5,000 to produce a DVD for newly elected Members.

The Committee agreed a timetable to work towards the deadline of 31<sup>st</sup> March 2010 and also agreed that the DVD be given to all Councillors after the 2011 election.

The Committee met informally to decide upon the film maker once tenders had been received back and Anim8 films won the contract. The Committee also agreed the content of the DVD suggested by Councillor Dennison after consultation with all Councillors.



**2. Report**

Once the film company had been appointed and the content of the DVD agreed, work began on the production. Councillor Dennison worked closely with the film maker and officers to produce the content of the DVD.

The DVD was produced on schedule with a hundred copies produced ready for use in the 2011 induction.

Members are requested to endorse the DVD for use in the 2011 induction.

<p><b>RELATIONSHIP TO POLICY FRAMEWORK</b></p> <p>The work of Member Development supports Councillors in delivering the corporate Vision and priorities.</p>	
<p><b>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</b></p> <p>There are no direct implications.</p>	
<p><b>FINANCIAL IMPLICATIONS</b></p> <p>The production costs of the DVD were funded by the North West Improvement and Efficiency Partnership (NWIEP) Innovation Fund.</p>	
<p><b>SECTION 151 OFFICER'S COMMENTS</b></p> <p>The Section 151 Officer has been consulted and has no further comments.</p>	
<p><b>LEGAL IMPLICATIONS</b></p> <p>There are no direct legal implications arising from this report.</p>	
<p><b>MONITORING OFFICER'S COMMENTS</b></p> <p>The Deputy Monitoring Officer has been involved in the production of the DVD and has no further comments.</p>	
<p><b>BACKGROUND PAPERS</b></p>	<p><b>Contact Officer:</b> Jenny Kay  <b>Telephone:</b> 01524 582065  <b>E-mail:</b> jkay@lancaster.gov.uk  <b>Ref:</b></p>