



LANCASTER CITY COUNCIL

Promoting City, Coast & Countryside

Member Development Strategy

20010/11



Version 5.00 September 2010

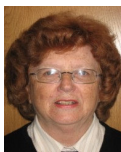
1. Commitment to Member development

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 Karen Leytham (Chairman)



Councillor Susan Bray (Vice-Chairman)



Councillor Roger Dennison



Councillor Melanie Forrest



Councillor John Gilbert



Councillor John Harrison



Councillor Geoff Knight

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 2010/11.

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.

This, therefore is a revised edition of the Elected Member Training and Development Programme for 2010/11 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 six key development priorities for the following year :

- ❖ Local Government Finance and Statutory Services
- ❖ Community Engagement/Partnership Working and Community Leadership
- ❖ Economic Development and Regeneration
- ❖ Climate Change
- ❖ Preparation for Induction 2011
- ❖ NWEO Charter Level 2 preparation

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

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 the briefings and encourages more Councillors to attend. Council Business Committee felt that in this final year, the focus should be on these briefings to provide information to Councillors.

With the focus on Partnership working all Members will be invited to attend Budget and Performance Panel meetings when the Lancaster District Local Strategic Partnership (LDLSP) Chairmen will be speaking to learn about the work of the LDLSP's Thematic Groups and how this relates to the Council's priorities.

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 when needed.

Projects

In addition to addressing priority needs by means of training and briefing sessions, it is recognised that action on two of the key priorities will be delivered by means of projects. This year the work will focus on two projects :

- Preparation for Induction 2011
- NWEO Charter Level 2 preparation

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.

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.
- ❖ In 2009/10, 79 training and development sessions were offered to Members. This figure does not include the individual support that has been offered to Councillors such as one to one sessions on IT.
- ❖ 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. Councillors can take part in shadowing opportunities on request and 'taster' sessions continue to give Councillors an insight into the diverse communities within the district.
- ❖ All Councillors now use either a Council laptop or their own machine to receive information. Individual support is still offered to new Councillors for them to learn how to use their laptops.
- ❖ E-newsletters continue as a source of valuable information for Councillors.
- ❖ All Council Business Committee meetings are 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 £9,900 is available in 2010/11 to support Member Development activity.
- ❖ Member Briefings are included in the Council Calendar and have been received well with 23 attending the first session.
- ❖ To date since the 2007 election, 49 Councillors have undertaken Equalities /Community Cohesion training which is an admirable 82 %.
- ❖ Council agreed in June 2010 to make Equalities/Community Cohesion training mandatory for all new Councillors.
- ❖ The Council has committed to achieving Level 2 of the Member Development Charter in its Corporate Plan 2010-13

Members' comments

"Very good, informative, fresh and interesting"

Cllr Sarah Fishwick

"Excellent learnt loads – well done"

Cllr Stuart Langhorn

Overview of Local Chinese Community and Culture

"It's given me an increased understanding of needs/difficulties of Chinese community"

Cllr Ian McCulloch

"Interesting, informative and thought provoking –it was all fascinating".

Cllr Val Histed

"Increased my awareness"

Cllr Ron Sands

"It makes us think about the people who we don't hear from and that we need to find them."

Cllr Joyce Taylor

Equalities/Community Cohesion

"Enjoyable and informative – gives me a better understanding and ability to work with different ethnic groups."

Cllr Peter Robinson

"Very good facilitator"

Cllr Jane Fletcher

"It will impact on how we view information and reports."

Cllr Keran Farrow

Licensing Regulatory training

"The information gained was very useful."

Cllr Roger Sherlock

"I felt the course was very informative"

Cllr Ken Brown

"An excellent refresher session"

Cllr Keith Sowden

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, 52 out of 60 Councillors (87%) 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 2010/11 the budget is set as £9,900.

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 which is approved by Council each year. Set out in Appendix A is a list of the relevant (Cabinet) Members' roles and responsibilities and detailed information about how they align to the corporate priorities.

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

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



CABINET PORTFOLIOS 2010/2011

Councillor Stuart Langhorn	LDLSP Management Group Board	Relationships with other Councils Performance Management Finance/VFM Shared Services Property IS Communications Rural Affairs
Councillor June Ashworth	LDLSP Children and Young People	Children and Young People Cultural Services Tourism
Councillor Abbott Bryning	LDLSP Economy	Economic Development Regeneration Planning
Councillor Peter Robinson	LDLSP Education and Skills	Education and Skills Statutory Services Review
Councillor David Kerr	LDLSP Health and Wellbeing	Housing Environmental Health
Councillor Jon Barry	LDLSP Environment	Climate Change Clean and Green Markets Cycling Demonstration Town Project
Councillor Eileen Blamire	LDLSP Safety	Community Safety Legal and HR Governance
Councillor Jane Fletcher	Valuing People	Older people Equalities Skerton Project Third Sector Grants

**Corporate Priority:
Economic Regeneration - Supporting our economy**

Objective 1: Energy Coast, and Environmental Technology

Key Targets:

- NI152** – Working age people claiming out of work benefits.
NI153 – Working age people claiming out of work benefits in the worst performing neighbourhoods.
NI170 – Previously developed land that has been vacant or derelict for more than 5 years
NI171 – VAT registration rate (source data ONS) target subject to LAA 09/10 negotiations
NI172 – VAT registered businesses showing growth (source ONS) not within LAA
- LOCAL** - Tourism spend for last available year (NB. always 12 months lag)
LOCAL - Number of individuals assisted with integrated support
LOCAL - Number of businesses assisted through business support measures
LOCAL - Number of business start ups as a result of local initiatives
LOCAL - Number of new businesses as a result of local initiatives surviving 12 months
LOCAL - Number of hectares of public realm created or improved
LOCAL - Number of enquiries at Visitor Information Centres

Key Actions:

**Action by:
Lead Cab Mem**

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.

Councillor Bryning,
apart from Tourism
Councillor Ashworth

1.2 Complete Economic Investment Strategy by developing projects around each of the following 2 Vision Themes and apply for funding support for each.

- Knowledge Economy
- Heysham to M6 Employment Corridor

Councillor Bryning,

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

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

Councillor Robinson

1.4 To deliver the council's Energy Coast contribution to the Mid Lancs MAA

Councillor Bryning

Projects

- Initial assessment of the viability of potential employment sites along the Heysham to M6 Employment Corridor – Councillor Bryning
 - Lancaster Science Park – Councillor Bryning
 - Middleton Resource Recovery Park – Councillor Bryning
 - Deliver a package of integrated support for workless individuals in the district's most deprived wards – Councillor Robinson
 - Infrastructure Planning Commission engagement on National Grid upgrade – Councillor Bryning
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- Deliver the Business Support rent grant scheme and work with partners to develop other business support initiatives – Councillor Bryning
 - Work with county council to develop a package of districtwide transport proposals that address traffic related air quality and climate change challenges – Councillor Bryning
 - Energy Coast related Projects – Councillor Bryning
 - District Wide Broadband project – Councillor Bryning
 - Establish effective Business Forums – Councillor Bryning
 - Centenary House (Co-op) feasibility study – Councillor Bryning
 - Morecambe Football Club – Councillor Ashworth

Rationale: Economic Investment Strategy, Sustainable Community Strategy

Objective 2: Heritage & Cultural Tourism for the District , including Creative Industries and Employment	
Key Targets:	
Key Actions:	Action by:
	Lead Cab Mem
2.1 Review Development Agreement with Canal Corridor partner	Councillor Bryning
2.2 Implement actions arising from the Cultural Heritage Investment Strategy	Councillor Ashworth
2.3 To deliver the council's heritage, cultural, and tourism contribution to the Mid Lancs MAA	Councillor Ashworth
2.4 Develop an Area action plan for Morecambe	Councillor Ashworth
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"> • Re-Inventing Morecambe • Lancaster City and Riverside • Carnforth northern Gateway 	Councillor Bryning Councillor Bryning Councillor Langhorn
Projects	
<ul style="list-style-type: none"> ▪ Prepare Luneside East for development including site remediation - Councillor Bryning ▪ Survey and viability work for the wider Luneside area - Councillor Bryning ▪ Implement the refreshed West End Action Plan including a revised proposal for the Chatsworth Gardens - Councillor Kerr ▪ Public realm design proposals for Morecambe Central Promenade area - Councillor Ashworth ▪ Work to deliver a programme of rural development initiatives in partnership with Lancashire County Council – Councillor Langhorn ▪ Morecambe Area Action Plan - Councillor Ashworth ▪ Research and develop a Concordat for Morecambe Bay Regional Park - Councillor Ashworth ▪ Lancaster Market – Councillor Barry ▪ Cultural Heritage Investment Strategy - Councillor Ashworth ▪ Morecambe Townscape Heritage Initiative 2 - Councillor Ashworth ▪ Lancaster Square Routes – Councillor Bryning ▪ Public realm design proposals for Morecambe urban centre and promenade - Councillor Ashworth 	
Rationale: Sustainable Community Strategy, Cultural Heritage Investment Strategy	

Projects

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

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 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.

Councillor Robinson

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

Councillor Barry

Projects

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

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

**Corporate Priority:
Partnership Working & Community Leadership**

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.

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**

Key Actions:	Action by:
	Lead Cab Mem
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;- <ul style="list-style-type: none"> • Equality and Diversity, • Health and Wellbeing, • Safety • Children and Young People 	Councillors Fletcher, Kerr, Blamire and Ashworth
5.2 To implement the council's agreed programme for Shared Services and research other opportunities wherever possible	Councillor Langhorn
5.3 To produce a Community Plan for Skerton resulting from the successful completion of the Connecting Communities Project.	Councillor Fletcher
5.4 To work with partners to secure the most effective outcomes from utilizing Performance Reward Grant monies	Councillor Langhorn
5.5 To become an 'achieving' authority' under the Equality Framework for Local Government' by March 2011..	Councillor Fletcher

Projects

- Refresh of the Sustainable Community Strategy Councillor Langhorn
- Officer project groups of the LDLSP –
 - Arts Councillor Ashworth
 - Asset Mgt Councillor Barry
 - Communications Councillor Langhorn
- Big Ticket projects, including :-
 - Affordable Housing Councillor Kerr
 - Community Cohesion Councillor Langhorn
 - Health Inequalities Councillor Kerr
 - Climate Change Councillor Barry
 - Worklessness Councillor Bryning
- Connecting Communities Project – Councillor Fletcher
- Facilities Management – Councillor Langhorn
- Equality Framework 'achieving project – Councillor Fletcher

Rationale: Sustainable Community Strategy, Shared Services Programme