

BOROUGH OF BARROW-IN-FURNESS

EXECUTIVE COMMITTEE

Meeting, Wednesday, 21st September, 2011
at 2.00 p.m. (Committee Room No. 4)

NOTE: Group Meetings at 1.15 p.m.

A G E N D A

PART ONE

1. To note any items which the Chairman considers to be of an urgent nature.
2. To receive notice from Members who may wish to move any delegated matter non-delegated and which will be decided by a majority of Members present and voting at the meeting.

3. **Admission of Public and Press**

To consider whether the public and press should be excluded from the meeting during consideration of any of the items on the agenda.

4. Disclosure of Interests.

A Member with a personal interest in a matter to be considered at this meeting must either before the matter is discussed or when the interest becomes apparent disclose

1. ***The existence of that interest to the meeting.***
2. ***The nature of the interest.***
3. ***Decide whether they have a prejudicial interest.***

A note on declaring interests at meetings, which incorporates certain other aspects of the Code of Conduct and a pro-forma for completion where interests are disclosed will be available at the meeting.

5. To confirm the Minutes of the meeting held on 20th July, 2011 (copy attached).
6. Apologies for Absence/Attendance of Substitute Members.

FOR DECISION

- (D/R) 7. Recommendations of the Housing Management Forum, 25th August, 2011.
- (D) 8. Annual Treasury Report 2010-11.
- (D) 9. Former Presbyterian Church, School Street, Barrow.

- (R) 10. Reviewing the Member Development Strategy.
- (D) 11. Land Fronting 11 Biggar Bank Road, Barrow-in-Furness.
- (D) 12. Performance Management – Key Priorities 2011-2015.
- (D) 13. Heart Town Initiative.

PART TWO

- (D) 14. Site of the Island Tavern, Mill Lane, Walney.

**NOT FOR PUBLICATION BY VIRTUE OF PARAGRAPH 3 OF PART
ONE OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972
AND ACCESS TO INFORMATION (VARIATION) ORDER 2006**

- (R) 15. Benefit Overpayment – Menary Smith Family Case.

**NOT FOR PUBLICATION BY VIRTUE OF PARAGRAPH 7 OF PART
ONE OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972
AND ACCESS TO INFORMATION (VARIATION) ORDER 2006**

**NOTE (D) - Delegated
(R) - For Referral to Council**

Membership of Committee

Councillors

Pidduck (Chairman)
Sweeney (Vice-Chairman)
Barlow
Bell
Cassidy
Doughty
Garnett
Graham
Guselli
Richardson
Seward
Wall

For queries regarding this agenda, please contact:

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Published: 13th September, 2011.

EXECUTIVE COMMITTEE

Meeting: 20th July, 2011
at 2.00 p.m.

PRESENT:- Councillors Pidduck (Chairman), Sweeney (Vice-Chairman), Barlow, Cassidy, Doughty, Garnett, Graham, Guselli, Richardson, Seward, C. Thomson and Wall.

28 – The Local Government Act, 1972 as amended by the Local Government (Access to Information) Act, 1985 and Access to Information (Variation) Order 2006

Discussion arising hereon it was

RESOLVED:- That under Section 100A(4) of the Local Government Act, 1972 the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 (Minute No. 38) and Paragraph 7 (Minute No. 39) of Part One of Schedule 12A of the said Act.

29 – Minutes

The Minutes of the meeting held on 6th July, 2011 were agreed as a correct record.

30 – Apology for Absence

An apology for absence was received from Councillor Bell.

Councillor C. Thomson substituted for Councillor Bell respectively.

31 – Revenue Outturn for the Year ended 31st March, 2011

The Borough Treasurer reminded the Committee that the 2010-2011 original General Fund (GF) net revenue budget had been set at £16,593,218.

The final GF balance as at 31st March, 2011 was £2,289,622 which was a prudent level of balance to maintain and represented around 14% of the net revenue budget. The actual expenditure had been compared to the original budget and the difference had formed part of the GF balance.

The main variations from the original budget had been reported to this Committee on a quarterly basis throughout 2010-2011.

The Housing Revenue Account (HRA) original budget for 2010-2011 had been set at breakeven. The outcome for the year had showed a surplus of £214,827.

The HRA balance as at 31st March, 2011 was £1,037,888.

The Collection Fund (CF) had resulted in a deficit of £184,860. The deficit would be shared in 2012-2013 amongst the Council, Cumbria County Council and the Police Authority in proportion to their precepts for 2011-2012.

The available reserves as at 31st March, 2011 were as follows:-

General reserve	1,367,735
Festival fund reserve	62,432
Park Vale reserve	56,290
Market refurbishment reserve	50,650
Total available for use	1,537,107
VAT and Insurance reserve	1,144,264
Public buildings maintenance reserve	500,000
James Freel Close	231,222
Pay review reserve	175,625
Leisure centre income support reserve	124,662
Budget setting reserve	155,000
Woodbridge Haven	110,608
Total earmarked for specific purpose	2,441,381
Grants earmarked for specific projects	3,243,355
Total Reserves	7,221,843

The Usable Capital Receipts at the year end were £1,678,180 and the Major Repairs Reserve for the HRA at the year end was £198,638.

RESOLVED:- To note the report and in particular the General Fund surplus for the year of £26,317 resulting in a General Fund balance of £2,289,622 at 31st March, 2011.

32 – Capital Programme Outturn 2010-2011 and Monitoring Report to 30th June, 2011

The Committee considered the final outturn of the Capital Programme for 2010/2011 as at 31st March, 2011 as follows:-

Capital Programme	2010/2011 as reported 02/02/2011	2010/2011 Final Outturn
Public Housing	£1,933,543	£1,846,420
Private Housing	£1,272,679	£886,603
Housing Market Renewal	£2,725,657	£2,414,256
Public Buildings	£961,463	£573,091
Other Public Assets	£3,921,792	£2,874,331
Other Initiatives	£527,068	£389,571
Total	£11,342,202	£8,984,272

The expenditure was financed by using the following capital resources:-

Funded by:		
Grants	£7,627,626	£6,454,349
Major Repairs Reserve	£1,933,543	£1,846,420
Opportunities Fund	£110,449	£100,000
Revenue Contribution	£99,000	£54,891
Usable Capital Receipts	£1,571,584	£528,612
Total Funding	£11,342,202	£8,984,272

The Committee also considered major (over £10,000) alterations to the programme compared to the programme reported on 2nd February, 2011.

The Committee also considered the proposed four year Capital Programme 2011/2012 to 2014/2015 which was summarised as follows:-

Capital Programme	2011/2012 Budget	2012/2012 Budget	2013/2014 Budget	2014/2015 Budget
As at 31/12/2010	£6,765,351	£5,142,394	£5,083,374	£4,830,040
As at 30/06/2011	£8,285,806	£6,101,282	£5,095,274	£4,846,332
Difference	£1,520,455	£958,888	£11,900	£16,292

	2011/2012 Budget	2012/2012 Budget	2013/2014 Budget	2014/2015 Budget
Total Programme	£8,285,806	£6,101,282	£5,095,274	£4,846,332
Funded by:				
Borrowing	£1,421,424	£2,399,750	£1,800,000	£1,500,000
Grants	£3,580,992	£453,250	£399,000	£399,000
Major Repairs Reserve	£2,113,736	£2,017,407	£2,065,274	£2,116,332
Revenue Contribution	£44,109	£0	£0	£0
Usable Capital Receipts	£1,125,545	£1,230,875	£831,000	£831,00

Major (over £10,000) alterations to the programme compared to the programme reported on 2nd February, 2011 were also reported.

RESOLVED:- To note the information and approve the variations to the current programme.

33 – Council Finances Report – Quarter 1 2011-2012

The Committee considered a detailed report of the Borough Treasurer regarding financial information for the first quarter of the financial year.

It contained summary information and key data for the General Fund, Treasury Management, Capital Expenditure and Financing, Housing Revenue Account, Collection Fund, Bad Debt Provisions and Write Offs, Reserves and Balances and Benefits Performance.

RESOLVED:- To note the information contained in the Council Finances Report Quarter 1 2011-2012.

34 – Furness Model Railway Club – Subsidised Rent

The Borough Treasurer informed the Committee that he had received correspondence from the Furness Model Railway Club regarding the annual rent they paid for rented land in Barrow Park.

The club historically had paid a discounted rent of £50. The actual rent payable was £295. In March 2011 a rent review had been carried out and the annual amount was now £500.

He commented that there were other organisations with similar arrangements and the Committee's instruction were requested to decide if that type of subsidy should be continued.

The Chief Executive stated that as part of the overall review a list of other organisations with similar arrangements be compiled for consideration.

RESOLVED:- To agree to continue to award a discounted rent to Furness Model Railway Club and maintain the rent at £50.

35 – Sundry Debt Recovery Policy

The Borough Treasurer informed the Committee that the sundry debt recovery process had not been reviewed for a number of years and certain informal practices had been adopted by various departments and Officers. A Council wide sundry debt recovery policy was therefore required.

RESOLVED:- To approve the Sundry Debt Recovery Policy.

36 – Former Coastguard Station, Walney

The Director of Corporate Services informed the Committee that the Council owned the Former Coastguard Station on Walney Island, Barrow-in-Furness.

The property had been previously occupied by H M Coastguard/Coastguard Agency until the formal surrender of their lease in October 2003.

Although the property had been subject to a Hutchinson 3G telecommunications lease up until 2009 that interest had now ceased and the property stood unused and vacant.

The property was subject to constant vandalism and was in a poor state of repair.

A number of interested parties had approached the Council enquiring as to the status of the property and it was considered that exposure to the open market, on a 'For Sale' basis, would produce a significant capital return for the Council.

It was expected that the end use could be residential.

RESOLVED:- (i) To note the report; and

(ii) To formally declare the Former Coastguard Station, Walney as surplus to requirements and that the Commercial Estate Manager be authorised to place the property on the open market for sale by informal tender.

37 – James Dunn Centre, Vickerstown Park, Walney

The Director of Corporate Services informed the Committee that the Council owned the James Dunn Centre building in Vickerstown Park, Barrow-in-Furness.

The property had been previously occupied by Walney Central ARFC, as a club house, until the surrender of their lease in September 2010.

The property was empty and although the Commercial Estate Manager had sought an occupier no suitable tenants had been identified.

The property was subject to constant vandalism and was in a poor state of repair. The Parks Manager had indicated that the property was, overall, detrimental to Vickerstown Park as public open space.

The cost to demolish the property would be in the region of £15,000.

RESOLVED:- (i) To note the report; and

(ii) To authorise the Commercial Estate Manager to proceed with the demolition of James Dunn Centre, Vickerstown Park, Walney and vary the Capital Programme accordingly.

38 – Land in St. Mary’s Road, Barrow

The Director of Corporate Services informed the Committee that the Council owned land in St. Mary’s Road, Barrow-in-Furness. The land was currently maintained grass verge.

The owner of 54 Flass Lane had approached the Council and had requested the acquisition of a small piece of the land, approximately 32sq.m. The land was required to enable vehicular access to the rear of 54 Flass Lane. The owner currently enjoyed pedestrian rights to his property across that land.

Planning Application 2009/0175 had been approved in April 2009, detailed a single residential development in the grounds of 54 Flass Lane.

The District Valuer had valued the required land and the owner of 54 Flass Lane had agreed to the valuation and now wished to proceed with the freehold transfer. Each party would pay their own costs in the matter.

RESOLVED:- (i) To note the report; and

(ii) To agree that the land in St. Mary’s Road, Barrow be formally declared surplus to requirements and that the Commercial Estate Manager be authorised to dispose of the land on the terms reported.

39 – Benefit Overpayment

The Borough Treasurer reported that for a number of years an investigation into a suspected fraudulent case of claiming benefits had been pursued by Council Officers. A sophisticated system of evading the benefits regulations system had been created and had managed to claim large sums of benefits which were considered to be illegal. Solicitors had been used to carry out the legal work and representation in the relevant tribunals and courts. Due to the complex nature of the case and the specialist knowledge required, the case may take some time to resolve.

Further legal work at extra cost to the Council was required for the case to be concluded and it was not certain that the overpayment could be recovered even though the court may find in the Council’s favour.

He believed that the Council should be seen to stand up against illegal and fraudulent activities and be prepared to allocate the necessary resources to safeguard public funds.

RESOLVED:- To agree to proceed to the next stage of the legal proceedings and report back the decision to this Committee.

REFERRED ITEM

THE FOLLOWING MATTER WAS REFERRED TO COUNCIL FOR DECISION

40 – Amendment to the Council’s Constitution

The Monitoring Officer reminded the Committee that at its meeting on 25th May the Leader of the Council had requested the Chief Executive to prepare a report amending the Council’s Constitution as follows:-

1. The Leader of the Council shall be the Chairman of the Executive Committee
2. The Deputy Leader of the Council shall be the Vice-Chairman of the Executive Committee

The Constitution of the Council would now be amended for these changes to take effect.

Part 2, Article 2.03 of the Constitution now reads:-

Key tasks

- (a) To act as Chairman of the of the Executive Committee
- (b) The Deputy Leader of the Council will act as Vice Chairman of the Executive Committee

RECOMMENDED:- To recommend the Council to agree the amended roles of the Leader and Deputy Leader of the Council.

The meeting closed at 2.50 p.m.

BOROUGH OF BARROW-IN-FURNESS

EXECUTIVE COMMITTEE

21st September, 2011

(D) AGENDA ITEM NO. 7

RECOMMENDATIONS

OF THE

HOUSING MANAGEMENT FORUM

25th August, 2011

***Subject to the protocol agreed by Council**

The recommendations of the meeting of the Housing Management Forum held on 25th August, 2011 are attached.

COPIES OF THE DETAILED REPORTS ON THESE ITEMS HAVE BEEN CIRCULATED PREVIOUSLY TO ALL MEMBERS OF THE COUNCIL.

The Council has agreed that the following protocol should operate:-

- The Executive Committee shall automatically agree any such recommendation or refer it back for further consideration.
- If on re-submission the Executive Committee is still unwilling to approve the recommendation, it is automatically referred to full Council for decision.

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 25th August, 2011	(i)
Reporting Officer: Housing Manager	
Title: Implementing Self-Financing for Council Housing	
Summary and Conclusion:	
<p>The purpose of the report was to update Members on the introduction of self-financing for the Housing Revenue Account (HRA). It sought to provide Members with an overview of the proposal and the timescales for implementation.</p>	
Recommendations:	
<p>(i) To note the content of the report; and</p>	
<p>(ii) To agree in the first instance that the Tenant Participation Compact Working Party considered:-</p>	
<ul style="list-style-type: none">• A check on the robustness and undertaking a sensitivity analysis on the content of the 30 year business plan; and• Reviewing the current service standards and delivery in preparation for self-financing.	

Part One

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 25th August, 2011	(ii)
Reporting Officer: Housing Manager	
Title: Equality Impact Assessments	
Summary and Conclusion:	
<p>The purpose of the report was to provide Members with completed Equality Impact Assessments (EIAs) on key service areas of the Housing Service in line with the Housing Service Delivery Plan 2011/2012 and also the corporate Single Equality Scheme Action Plan.</p>	
Recommendations:	
<p>(i) To note the information in respect of Equality Impact Assessments; and</p> <p>(ii) To approve the EIAs appended to the Housing Manager's report for publication in line with the Council's Single Equality Scheme Action Plan.</p>	

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 25th August, 2011	(iii)
Reporting Officer: Housing Manager	
Title: 2012 Disabled Adaptation Framework	
Summary and Conclusion:	
<p>The purpose of the report was to update Members regarding the framework to deliver disabled adaptations to Council owned properties and to seek Members' approval for Officers to re-tender the works using the existing framework agreement.</p>	
Recommendation:	
<ul style="list-style-type: none">(i) To agree to re-tender the 2012 Disabled Adaptation Framework on the basis of the existing framework;(ii) To agree to award the framework for a period of two years, with the option to extend by a further two years, subject to acceptable performance and service delivery by the Contractor; and(iii) To agree that the Tenant Participation Compact Working Party reviewed the Contract documentation and procurement process.	

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 25th August, 2011	(iv)
Reporting Officer: Housing Manager	
Title: Tendering of Supporting People Services	
Summary and Conclusion:	
The purpose of the report was to update Members on the above process and agree how the Housing Service should respond.	
Recommendation:	
(i) To agree the Housing Service does not submit Tenders to provide Support Services to Homelink Clients or to maintain the Tenancy Support Scheme in its current format;	
(ii) To note that the Housing Service, in recognising the importance of Support Services, would adopt the approach of being the enabler, making Tenants aware of Support Services, where appropriate, and providing assistance to access them;	
(iii) To agree that the Housing Manager, in consultation with the Tenant Participation Compact Working Party would:-	
<ul style="list-style-type: none">• Agree a process of consultation to advise current Tenants of the pending changes to Homelink services under the new Contract arrangements; and• Consider how the Service would respond to the management of equipment, communal services and liaison with any new service provider and report to the next meeting; and	
(iv) To note that notice would be given to the Private Sector Clients at the appropriate time and not seek to recover any loaned equipment and provide assistance where it was practical to do so to enable them to access an alternative service provider.	
(v) To agree that if anything changed during the Tendering process then the Housing Manager should report back to the Forum with proposals for the re-tendering.	

HOUSING MANAGEMENT FORUM	(R)
Date of Meeting: 25th August, 2011	(v)
Reporting Officer: Housing Manager	
Title: Housing Maintenance Contract 2011/15	
Summary and Conclusions:	
<p>The purpose of the report was to agree the appointment of a Contractor following the re-tendering of the above Contract.</p>	
<p>The Contract covers services to Council Tenants and leaseholders including routine maintenance works, repairs to void property, out of hours emergency response service and gas servicing and repairs.</p>	
<p>The term of the Contract is four years with an option to extend for a further two years based on satisfactory performance. The current Contract arrangements are due to end on the 4th November 2011.</p>	
Recommendations:	
<p>To recommend to appoint Vinci Facilities Ltd to deliver the Housing Maintenance Contract from 5th November, 2011 for a period of four years.</p>	

HOUSING MANAGEMENT FORUM	(R)
Date of Meeting: 25th August, 2011	(vi)
Reporting Officer: Housing Manager	
Title: Housing Establishment	
Summary and Conclusion:	
The purpose of the report was to consider staffing implications within the Housing Establishment.	
Recommendation:	
(i) To agree that Post No. OHS 097 be continued on a revised job description, as outlined in the report and that Post No. OHS 330 be deleted;	
(ii) To consider further the implications of TUPE as information becomes available and the staff to which it may apply; and	
(iii) To agree to issue all staff indicated on Appendix C of the Housing Manager's report, notice that their posts had been identified as 'at risk' and that the Council's redundancy policy would apply.	

EXECUTIVE COMMITTEE		Part One
Date of Meeting: 21st September, 2011		(D)
Reporting Officer: Borough Treasurer		Agenda Item 8
<p>Title: Annual Treasury Report 2010-11</p> <p>Summary and Conclusions:</p> <p>The Council's Treasury Strategy and Policy requires the annual reporting of treasury activities for the previous financial year to this Committee. I am pleased to inform members that the Council has complied with all the agreed limits and indicators for the year ended 31st March 2011.</p> <p>The report has full details of all treasury activities for the year.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1. To approve the actual 2010-11 prudential indicators within the report; and 2. To note the treasury management stewardship report for 2010-11. 		

Annual Report on the Treasury Management Service and Actual Prudential Indicators 2010/11

Purpose

This Council is required through regulations issued under the Local Government Act 2003 to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for 2010/11. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2010/11 the minimum reporting requirements were that the full Council should approve the following reports:

- an annual treasury strategy in advance of the year (Council 23/2/2010)
- an annual report following the year describing the activity compared to the strategy

In addition, this Committee has received quarterly treasury management update as part of the Council Finances reports.

Recent changes in the regulatory environment place a much greater onus on members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

Executive summary

During 2010/11, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Actual prudential and treasury indicators	2009/10 Actual £000	2010/11 Original £000	2010/11 Actual £000
Actual capital expenditure	11,640	13,420	8,984
Total Capital Financing Requirement:			
• Non-HRA	24,933	26,601	24,933
• HRA	9,010	9,010	9,010
• Total	33,943	35,611	33,943
Net borrowing	22,389	24,389	22,389
External debt	22,389	24,389	22,389
Investments	0	0	0

Other prudential and treasury indicators are to be found in the main body of this report. The Borough Treasurer also confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit (the authorised limit), was not breached.

The financial year 2010/11 continued the challenging environment of previous years; low investment returns and continuing counterparty risk continued.

The Council's Capital Expenditure and Financing 2010/11

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

£(000)	2009/10 Actual	2010/11 Estimate	2010/11 Actual
Non-HRA capital expenditure	9,849	11,487	7,138
HRA capital expenditure	1,791	1,933	1,846
Total capital expenditure	11,640	13,420	8,984
Resourced by:			
• Capital receipts	300	1,740	529
• Capital grants	8,300	7,746	6,454
• Reserves	1,866	1,934	1,946
• Revenue	0	0	55
Unfinanced capital expenditure	1,174	2,000	0

The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's debt position. The CFR results from the capital activity of the Council and what resources have been used to pay for the capital spend. It represents the 2010/11 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasurer organises the Council's cash position to ensure sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government, through the Public Works Loan Board [PWLB] or the money markets), or utilising temporary cash resources within the Council.

Reducing the CFR – the Council's (non HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision – MRP, to reduce the CFR. This is effectively a repayment of the non-Housing Revenue Account (HRA) borrowing need (there is no statutory requirement to reduce the HRA CFR). This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources (such as unapplied capital receipts); or

- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

The Council's 2010/11 MRP Policy (as required by CLG Guidance) was approved as part of the Treasury Management Strategy Report for 2010/11 on 23/2/2010.

The Council's CFR for the year is shown below, and represents a key prudential indicator.

CFR (£000)	31 March 2010 Actual	31 March 2011 Original Indicator	31 March 2011 Actual
Opening balance	33,874	34,764	33,943
Add unfinanced capital expenditure (as above)	1,174	2,000	0
Less MRP	1,105	1,153	1,121
Closing balance	33,943	35,611	32,822

The borrowing activity is constrained by prudential indicators for net borrowing and the CFR, and by the authorised limit.

Net borrowing and the CFR - in order to ensure that borrowing levels are prudent over the medium term, the Council's external borrowing, net of investments, must only be for a capital purpose. This essentially means that the Council is not borrowing to support revenue expenditure. Net borrowing should not therefore, except in the short term, have exceeded the CFR for 2010/11 plus the expected changes to the CFR over 2011/12 and 2012/13. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2010/11. The table below highlights the Council's net borrowing position against the CFR. The Council has complied with this prudential indicator.

	31 March 2010 Actual	31 March 2011 Original	31 March 2011 Actual
Net borrowing position	£22.3m	£24.3m	£22.3m
CFR	£33.9m	£35.6m	£32.8m

The authorised limit - the authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. The Council does not have the power to borrow above this level. The table below demonstrates that during 2010/11 the Council has maintained gross borrowing within its authorised limit.

The operational boundary – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual

position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

Actual financing costs as a proportion of net revenue stream - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2010/11
Authorised limit	£31 m
Maximum gross borrowing position	£22.3m
Operational boundary	£28m
Average gross borrowing position	£22.3m
Financing costs as a proportion of net revenue stream	12%

Treasury Position as at 31 March 2011

The Council's debt and investment position is organised by the Borough Treasurer in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through Member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the beginning and the end of 2010/11 the Council's treasury position was as follows:

TABLE 1	31 March 2011 Principal		Rate/ Return	Average Life yrs	31 March 2010 Principal	Rate/ Return	Average Life yrs
Fixed rate funding:							
-PWLB	£22.3m		4.37%	34	£22.3m	4.37%	34
Variable rate funding:					£0m		
-PWLB	£0m				£0m		
Total debt		£22.3m			£22.3m		
CFR		£32.8m			£33.9m		
Over/ (under) borrowing		£10.5m			£11.6m		
Investments:	£0m				£0m		
Total investments		£0m			£0m		

The maturity structure of the debt portfolio was as follows:

	31 March 2010 actual	2010/11 original limits	31 March 2011 actual
10 years and above	£22.3m	£24.3m	£22.3m

The maturity structure of the any investments would be under one year.

The Strategy for 2010/11

The expectation for interest rates within the strategy for 2010/11 anticipated low but rising Bank Rate (starting in quarter 4 of 2011) with similar gradual rises in medium and longer term fixed interest rates over 2010/11. Variable or short-term rates were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and reduce counterparty risk.

The actual movement in interest rates broadly followed the expectations in the strategy, as detailed in the following section.

Change in strategy during the year – the strategy adopted in the original Treasury Management Strategy Report for 2010/11 approved by the Council on 23rd February 2010 was not subject to revision during the year.

The Economy and Interest Rates

2010/11 proved to be another watershed year for financial markets. Rather than a focus on individual institutions, market fears moved to sovereign debt issues, particularly in the peripheral Euro zone countries. Local authorities were also presented with changed circumstances following the unexpected change of policy on Public Works Loan Board (PWLB) lending arrangements in October 2010. This resulted in an increase in new borrowing rates of 0.75 – 0.85%, without an associated increase in early redemption rates. This made new borrowing more expensive and repayment relatively less attractive.

UK growth proved mixed over the year. The first half of the year saw the economy outperform expectations, although the economy slipped into negative territory in the final quarter of 2010 due to inclement weather conditions. The year finished with prospects for the UK economy being decidedly downbeat over the short to medium term while the Japanese disasters in March, and the Arab Spring, especially the crisis in Libya, caused an increase in world oil prices, which all combined to dampen international economic growth prospects.

The change in the UK political background was a major factor behind weaker domestic growth expectations. The new coalition Government struck an aggressive fiscal policy stance, evidenced through heavy spending cuts announced in the October Comprehensive Spending Review, and the lack of any “giveaway” in the March 2011 Budget. Although the main aim was to reduce the national debt burden to a sustainable level, the measures are also expected to act as a significant drag on growth.

Gilt yields fell for much of the first half of the year as financial markets drew considerable reassurance from the Government’s debt reduction plans, especially in the light of Euro zone sovereign debt concerns. Expectations of further quantitative easing also helped to push yields to historic lows. However, this positive performance was mostly reversed in the closing months of 2010 as sentiment changed due to sharply rising inflation pressures. These were also expected (during February / March 2011) to cause the Monetary Policy Committee to start raising Bank Rate earlier than previously expected.

The developing Euro zone peripheral sovereign debt crisis caused considerable concerns in financial markets. First Greece (May), then Ireland (December), were forced to accept assistance from a combined EU / IMF rescue package. Subsequently, fears steadily grew about Portugal, although it managed to put off accepting assistance till after the year end. These worries caused international investors to seek safe havens in investing in non-Euro zone government bonds.

Deposit rates picked up modestly in the second half of the year as rising inflationary concerns, and strong first half growth, fed through to prospects of an earlier start to increases in Bank Rate. However, in March 2011, slowing actual growth, together with weak growth prospects, saw consensus expectations of the first UK rate rise move back from May to August 2011 despite high inflation. However, the disparity of expectations on domestic economic growth and inflation encouraged a wide range of views on the timing of the start of increases in Bank Rate in a band from May 2011 through to early 2013. This sharp disparity was also seen in MPC voting which, by year-end, had three members voting for a rise while others preferred to continue maintaining rates at ultra low levels.

Risk premiums were also a constant factor in raising money market deposit rates beyond 3 months. Although market sentiment has improved, continued Euro zone concerns, and the significant funding issues still faced by many financial institutions, mean that investors remain cautious of longer-term commitment. The European Commission did try to address market concerns through a stress test of major financial institutions in July 2010. Although only a small minority of banks “failed” the test, investors were highly sceptical as to the robustness of the tests, as they also are over further tests now taking place with results due in mid-2011.

Chart 1: Bank Rate v LIBID investment rates

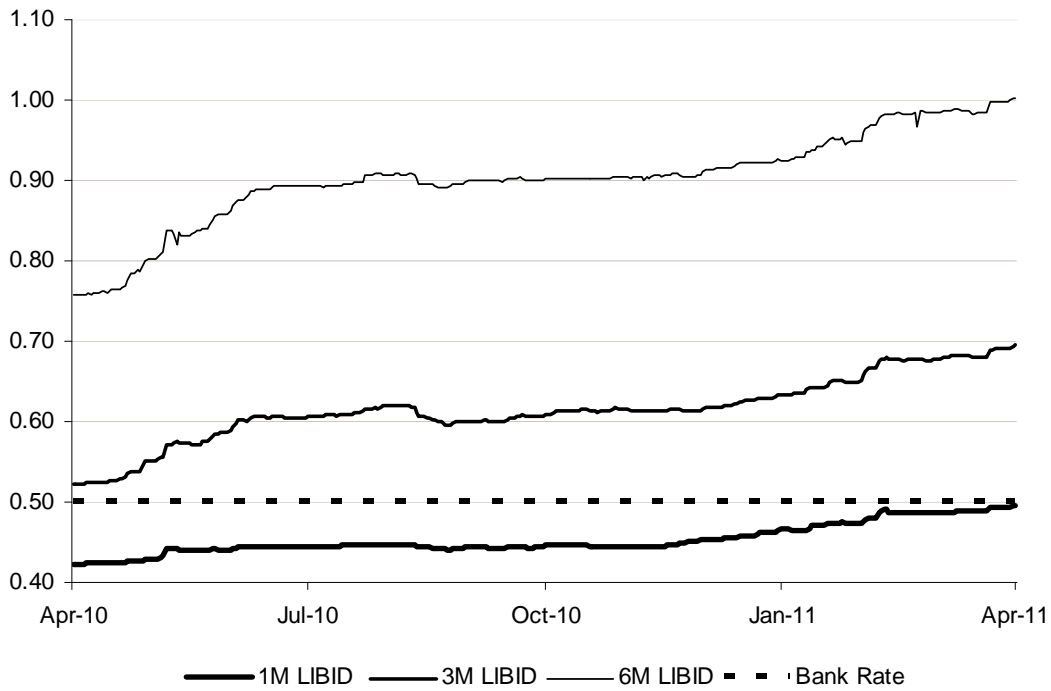
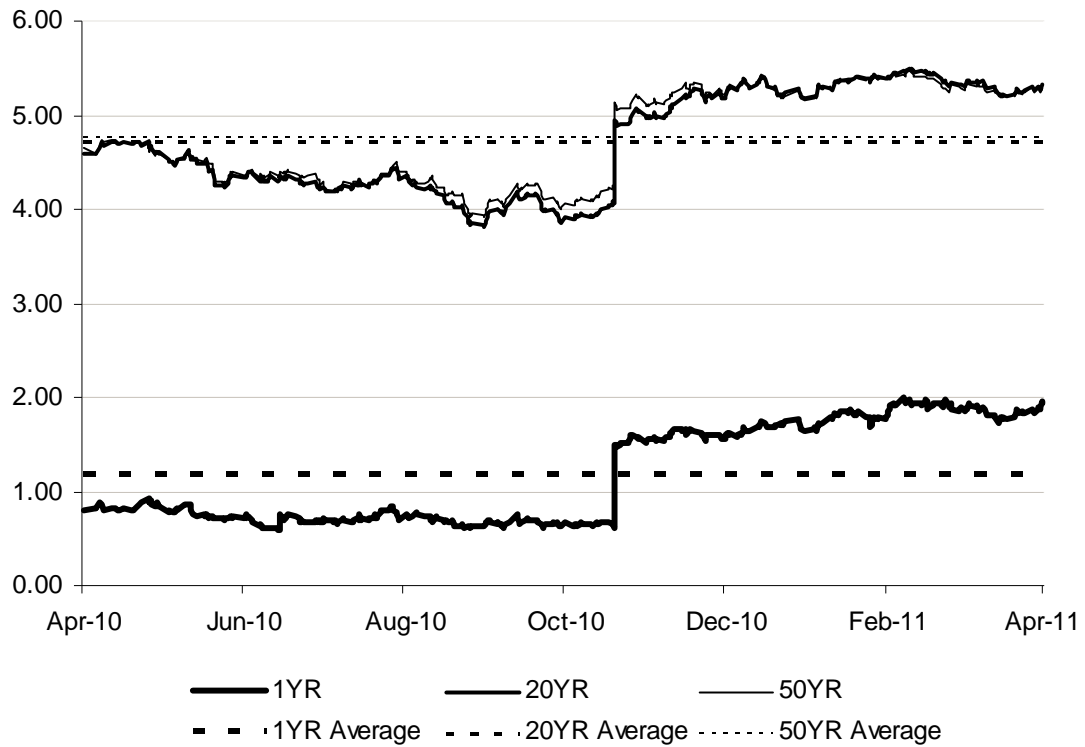


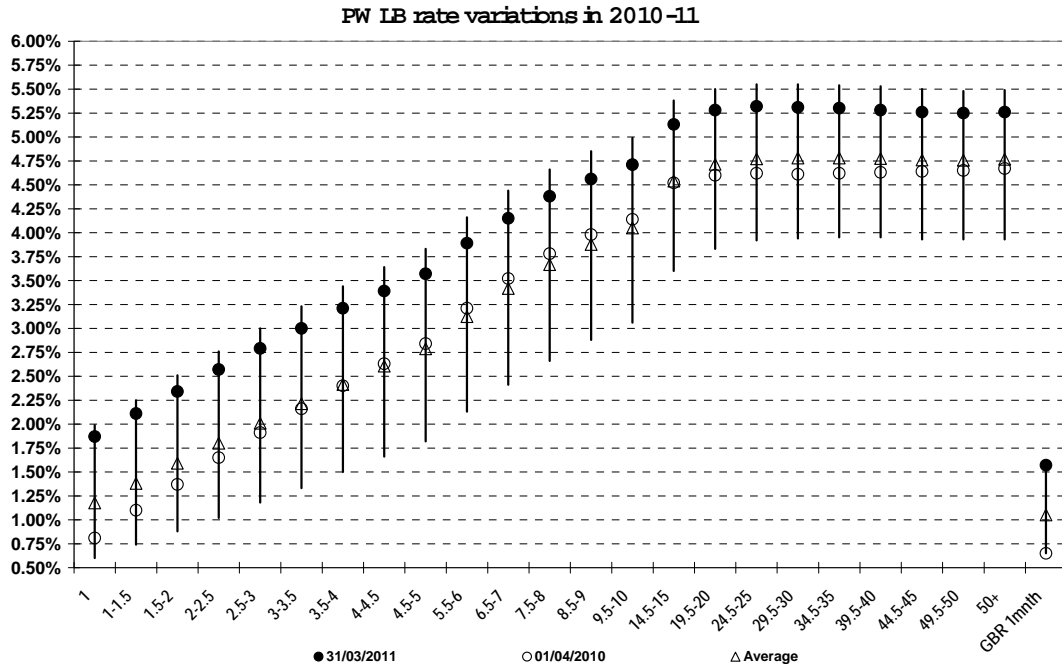
Chart 2: Average v new borrowing rates



Borrowing Rates in 2010/11

PWLB borrowing rates - the graph and table for PWLB maturity rates below show, for a selection of maturity periods, the range (high and low points) in rates, the average rates and individual rates at the start and the end of the financial year.

Variations in most PWLB rates have been distorted by the October 2010 decision by the PWLB to raise its borrowing rates by about 0.75 – 0.85% e.g. if it had not been for this change, the 25 year PWLB at 31 March 2011 (5.32%) would have been only marginally higher than the position at 1 April 2010.



PW LB BORROWING RATES 2010/11 for 1 to 50 years

	1	15-2	25-3	35-4	45-5	95-10	245-25	495-50	1m onth variable
01/04/2010	0.810%	1.370%	1.910%	2.400%	2.840%	4.140%	4.620%	4.650%	0.650%
31/03/2011	1.870%	2.340%	2.790%	3.210%	3.570%	4.710%	5.320%	5.250%	1.570%
HIGH	1.990%	2.510%	3.000%	3.440%	3.830%	4.990%	5.550%	5.480%	1.570%
LOW	0.600%	0.880%	1.180%	1.500%	1.820%	3.060%	3.920%	3.930%	0.650%
Average	1.177%	1.590%	2.009%	2.413%	2.788%	4.050%	4.771%	4.756%	1.052%
Spread	1.390%	1.630%	1.820%	1.940%	2.010%	1.930%	1.630%	1.550%	0.920%
High date	07/02/2011	07/02/2011	07/02/2011	07/02/2011	09/02/2011	09/02/2011	09/02/2011	09/02/2011	07/03/2011
Low date	15/06/2010	12/10/2010	12/10/2010	12/10/2010	12/10/2010	31/08/2010	31/08/2010	31/08/2010	01/04/2010

Borrowing Outturn for 2010/11

Treasury Borrowing

Borrowing – No new borrowing was taken during the year.

Rescheduling – No rescheduling was taken during the year.

Repayment – No rescheduling was taken during the year.

Investment Rates in 2010/11

The tight monetary conditions following the 2008 financial crisis continued through 2010/11 with little material movement in the shorter term deposit rates. Bank Rate remained at its historical low of 0.5% throughout the year, although growing market expectations of the imminence of the start of monetary tightening saw 6 and 12 month rates picking up. Overlaying the relatively poor investment returns was the continued counterparty concerns, most evident in the Euro zone sovereign debt crisis which resulted in rescue packages for Greece, Ireland and latterly Portugal. Concerns extended to the European banking industry with an initial stress testing of banks failing to calm counterparty fears, resulting in a second round of testing currently in train. This highlighted the ongoing need for caution in treasury investment activity.

Investment Outturn for 2010/11

Investment Policy – the Council's investment policy is governed by CLG guidance, which was been implemented in the annual investment strategy approved by the Council on 23rd February 2010. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

Resources – the Council's longer term cash balances comprise, primarily, revenue and capital resources, although these will be influenced by cash flow considerations. The Council's core cash resources comprised as follows, and met the expectations of the budget:

Balance Sheet Resources (£m)	31 March 2010	31 March 2011
Balances	2.2	2.3
Earmarked reserves	5.3	7.2
Usable capital receipts	1.9	1.7
Total	9.4	11.2

Investments held by the Council - the Council maintained an average balance of £7m of internally managed funds. The internally managed funds earned an average rate of return of 0.28%. The comparable performance indicator is the average 7-day LIBID rate, which was 0.4.3%. This compares with a budget assumption of £7m investment balances earning an average rate of 0.5%.

(i) Legal Implications

Requirements under the LA Act 2003

(ii) Financial Implications

Not Applicable.

(iii) Health and Safety Implications

Not Applicable.

(iv) Key Priorities or Corporate Aims

Not Applicable.

(v) Risk Assessment

Not Applicable.

(vi) Equality and Diversity

Not Applicable.

(vii) Health and Well-being Implications

Not Applicable.

Background Papers

Nil

EXECUTIVE COMMITTEE		Part One (D) Agenda Item 9
Date of Meeting:	21st September, 2011	
Reporting Officer:	Director of Regeneration and Community Services	
<p>Title: Former Presbyterian Church, School Street, Barrow</p> <p>Summary and Conclusions:</p> <p>Listed Building Consent to demolish the former church has been granted. The building was formerly owned by a local company which was dissolved in 2009 and the premises are now administered by the Crown. Approval is sought for the Council to acquire and demolish the property.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1. To agree that the property should be acquired through either the Crown disclaiming the property in favour of the Council or by acquisition at market valuation; 2. That subject to (1) above, to agree to allocate £70,000 of capital resources for demolition of the former church and securing the site; and 3. To agree that following demolition the site could be used for a small residential development, subject to planning consent. 		

Report

Background

Members will be familiar with this building which occupies a prominent position on the edge of the Town Centre. Largely as a result of several arson attacks the building is scaffolded for safety purposes and largely unroofed. The property is a Grade 2 Listed Building.

Listed Building Consent to demolish the property was granted on 1st July, 2011.

Until July, 2009, when the company was dissolved, the building was in the ownership of J. E. Blackshaw Ltd. On dissolution of the company, the building was vested in the Crown as 'bona vacantia' (ownerless property) and is now administered through the solicitor for the Duchy of Lancaster.

The fact that the property is 'bona vacantia', in effect means the former directors of J. E. Blackshaw Ltd. have absolved themselves from all responsibility for the

buildings upkeep and the Duchy of Lancaster will also accept no responsibility for maintenance. It also means the Council cannot serve notices to secure improvements to the building under the Building Regulations, Planning Acts or Miscellaneous Provisions Acts as they cannot be enforced against property in Crown ownership.

Two options are open to the Council to secure demolition of the building. Firstly, to persuade the (or a) former Directors of J. E. Blackshaw Ltd. to re-form the company and request the property is returned to it or, secondly, seek to persuade the Duchy of Lancaster to 'disclaim' the property. Having discussed the matter with a former Director of J. E. Blackshaw Ltd., only the second option is realistic. The process by which the Crown disclaims property vested in it is long and complex and can take up to 12 months, though I am confident that the property will eventually be disclaimed with the freehold passing to the Crown Estate. I am currently researching whether action can be taken against the Crown Estate and I will update Members at the meeting.

I have a quotation for the cost of demolishing the building of £60,000, and I estimate the costs of securing the site post demolition to be £10,000.

The Borough has paid for the scaffolding costs for three years and there is every incentive to demolish the property which is an eyesore and occupies a highly prominent position within the town centre. Following demolition the site could be used for a small residential development subject to planning consent. However, the process of acquiring the property from the Crown is lengthy and complex, and before commencing work on acquisition I am seeking your support for the Council acquiring and demolishing the building.

(i) Legal Implications

The property is in the stewardship of the Duchy of Lancaster and the freehold would need to be acquired from the Crown Estate.

(ii) Risk Assessment

The Council is currently responsible for ensuring the scaffolding is kept in a safe condition. Any demolition would be required to comply with the relevant Health and Safety Legislation.

(iii) Financial Implications

£70,000 would be required to demolish and secure the building following acquisition.

(iv) Health and Safety Implications

The Council fund the safety scaffolding preventing potential collapse particularly of the western gable. Demolition would remove the potential danger to surrounding residents and trespassers on to the site.

(v) Key Priorities or Corporate Aims

The recommendation will contribute to the achievement of KP1 Safer, Cleaner, Greener environment and KP4 Support Economic Regeneration.

(vi) Equality and Diversity

The recommendation has no direct effect upon service users showing any of the protected characteristics under current equality legislation.

(vii) Health and Well-being Implications

Not applicable.

Background Papers

Nil

EXECUTIVE COMMITTEE	(R) Agenda Item 10
Date of Meeting: 21st September, 2011	
Reporting Officer: Director of Corporate Services	
Title: Reviewing the Member Development Strategy	
Summary and Conclusions:	
The Member Training Working Group has revised the Member Development Strategy to ensure continuation of effective Member Development. The Strategy is reviewed on an annual basis in conjunction with the Democratic Services Manager and the Member Training Working Group. The responsibility for agreeing the overall Strategy lies in the hands of the Full Council.	
Recommendations:	
To recommend the Council to approve the revised Member Development Strategy.	

Report

Background

In order to ensure that Member training and development is prioritised, planned and co-ordinated effectively it is important that the Council have a Member Development Strategy. This Committee agreed to adopt the Strategy in July 2004 (Minute No. 6 of the meeting on 12th July, 2004 refers).

The Member Development Strategy sets out that it will be reviewed on an annual basis in conjunction with the Democratic Services Manager and the Member Training Working Group. The responsibility for agreeing the overall Strategy lies in the hands of Full Council.

The Member Training Working Group have revised the Strategy document and referred it to this Committee for approval. A copy of the revised Strategy is attached at **Appendix 1**.

(i) **Legal Implications**

Not Applicable.

(ii) **Risk Assessment**

Not Applicable.

(iii) Financial Implications

Not Applicable.

(iv) Health and Safety Implications

Not Applicable.

(v) Key Priorities or Corporate Aims

Not Applicable.

(vi) Equality and Diversity

Not Applicable.

(vii) Health and Well-being Implications

Not Applicable.

Background Papers

Nil.

		Part One
EXECUTIVE COMMITTEE		(D)
Date of Meeting:	21st September, 2011	Agenda
Reporting Officer:	Commercial Estate Manager	Item
		11
<p>Title: Land Fronting 11 Biggar Bank Road, Barrow-in-Furness</p> <p>Summary and Conclusions:</p> <p>The report outlines a request from the owners of 11 Biggar Bank Road to purchase land fronting their property on Biggar Bank, Walney.</p> <p>Recommendation:</p> <p>To agree that the land, as detailed in the report, be transferred to the current owners of 11 Biggar Bank Road, Walney.</p>		

Report

The Council owns much of the land at Biggar Bank, Walney including Biggar Bank Road as shown hatched at **Appendix 2**.

The council-owned land extends beyond the adopted highway that is Biggar Bank Road and beyond the physical boundaries of those dwellings on Biggar Bank Road, numbers 8-24.

Over the years, and to rectify the situation concerning the boundary line, the Council have sold various plots of land to various property owners, at a nominal fee and subject to the payment of all Council legal costs. The Council have also lost one or two plots of land to successful adverse possession claims.

The current owners of the 11 Biggar Bank Road have requested that the land fronting their property be transferred to them from the Council thus giving them unfettered access and egress to and from their property. They have requested that the transfer shall be for a nominal sum plus the payment of all council incurred costs in this matter.

It is recommended that approval be granted for the transfer and that the Commercial Estate Manager be given approval to document the exchange accordingly.

(i) **Legal Implications**

Legal transfer of land.

(ii) Risk Assessment

Not Applicable.

(iii) Financial Implications

Not Applicable.

(iv) Health and Safety Implications

There are no Health and Safety implications.

(v) Key Priorities or Corporate Aims

Not Applicable.

(vi) Equality and Diversity

Not Applicable.

(vii) Health and Well-being Implications

Not applicable.

Background Papers

Nil.

EXECUTIVE COMMITTEE	(D) Agenda Item 12
Date of Meeting: 21st September, 2011	
Reporting Officer: Policy Review Officer	
Title: Performance Management – Key Priorities 2011-2015	
Summary and Conclusions:	
Members of the Overview and Scrutiny Committee have considered the proposed Key Priorities for 2011-2015. They have requested that they are submitted to this Committee and recommended that they are accepted.	
Recommendations:	
(i) To agree the recommendations of the Overview and Scrutiny Committee and accept the key priorities for 2011-2015; and	
(ii) That the new priorities be published in draft inviting public comment prior to their adoption by Council.	

Report

The Council's existing Key Priorities have served it well in providing a structured management and direction of its efforts and resources. However, in the new economic reality, faced with massive withdrawal of central government grant, the Council must reorganise itself into a leaner organisation unable to offer the same level of support and subsidy to its residents, partners and customers and concentrating on fewer and only the most significant strategic issues.

The Council's overall strategic driver in the coming four years will be retrenchment, that is the need to become smaller and withdraw from services and functions which it decides are less important and relevant given the resources available.

However, it is important that the Council continues to have a strategic view of what is important and to guide members and officers in identifying those issues where any spare capacity will be directed.

Clearly the Council's main objective must be to achieve a balanced budget and our overall priority must be to establish an effective and responsible deficit reduction strategy.

Revising our Key Priorities must give recognition to this, but it must also give scope to direct any surplus capacity, including capital resources which remain

relatively strong, to the most urgent and important issues in the Borough. To this end we have identified the key issues as:

- Efficiency
- Housing
- The built environment
- The local economy

The scale of resources the Council can bring directly to some of these issues may be reducing, but there is still much the Council can achieve through partnership and influence. That said we must be realistic as to the scale of intervention and positive action we can implement and our key objectives must be realistic.

To this end it is recommended that the Council adopts four new Key Priorities as follows:

- 1. Provide good quality efficient and cost effective services while reducing overall expenditure.**
- 2. Continue to support housing market renewal including an increase in the choice and quality of housing stock and the regeneration of our oldest and poorest housing.**
- 3. Work to mitigate the effects of the recession and cuts in public expenditure and their impact on the local economy and secure a sustainable and long term economic recovery for our community**
- 4. Continue to improve and enhance the built environment and public realm, working with key partners to secure regeneration of derelict and underused land and buildings in the Borough.**

Once adopted by Council the four Key Priorities will be used as the basis for all future business planning and to direct the activity of any spare capacity and resources.

Although at this time there isn't a formal action plan there are a number of improvement activities being implemented and these include:

- Undertake a comprehensive service delivery review
- Transfer management of waste collection, building cleaning and dog warden services to the street care team to reduce management costs.
- Undertake a business improvement review of the Development Control service and develop framework for setting local planning fees
- Introduce self-financing of Council housing services
- Re-let the responsive repair contract
- Review housing support services
- Update Information Technology and introduce Customer Relations Management service in the Housing department.

- Demolish the agreed areas of Marsh Street
- Demolish 100 Abbey Road and carry out external improvements to 102 Abbey Road
- Completion of the all weather soccer centre

An action plan will be developed once the priorities have been adopted.

These new priorities should be published as a draft inviting public comment pending formal adoption by Council on 11th October, 2011.

(i) Legal Implications

There are no legal implications

(ii) Financial Implications

It is anticipated that the key priorities will support the Council's main objective to achieve a balanced budget.

(iii) Health and Safety Implications

There is unlikely to be any health and safety implications

(iv) Key Priorities or Corporate Aims

The key priorities support the corporate aims of the Council.

(v) Risk Assessment

The key priority action plan will be risk assessed.

(vi) Equality and Diversity

The key priority action plan will be reviewed with respect to equality and diversity implications

(vii) Health and Well-being Implications

Not Applicable.

Background Papers

Nil

EXECUTIVE COMMITTEE	(D) Agenda Item 13
Date of Meeting: 21st September, 2011	
Reporting Officer: Community Services Manager	
Title: Heart Town Initiative	
Summary and Conclusions:	
<p>The British Heart Foundation has identified a number of towns in the Country where early death from heart disease is a worse than the average. They are launching an initiative called "Heart Town", which aims to raise awareness of heart disease and how it can be dealt with among communities. Recent published research from the Department of Health shows that residents of the Borough have a significantly worse risk of early death through heart disease than the national average.</p>	
<p>The report will show that through signing up to be a "Heart Town", the Borough and its residents will receive support from the British Heart Foundation. Heart Town branding will deliver awareness raising among residents through a number of events which will be run by the British Heart Foundation. The Councils main role will be supportive and to ensure that adequate publicity and branding is adopted.</p>	
Recommendations:	
<p>To agree that the Borough signs up to become a Heart Town for a period of five years (undertaking a yearly review), partnering the British Heart Foundation to stimulate wider community engagement in the fight against heart disease.</p>	

Report

As part of the British Heart Foundation's 50th birthday they are launching a new awareness and fundraising initiative – Heart Towns.

Barrow in Furness has been chosen as one of fifty potential towns to be launched as a Heart Town in 2011/12. Statistical research shows that residents of the borough have a significantly worst risk of early death through heart disease than the national average.

The concept of being a Heart Town is simple and comprises of 2 objectives;

1. To bring the community together once a year to hold a "Heart Walk" or something similar to raise funds for the British Heart Foundation. (This could be a new event or adding value to an existing event.)

2. To proactively promote the British Heart Foundations well-being and prevention work. Local communities would have access and know about programmes such as Heart Helpline, Heartstart courses, BHF funded nurses and the many publications on healthy living and well being.

The main emphasis of the scheme is largely around objective 2. As a Heart Town, the Borough would receive help and support from the BHF North West Co-ordinator for Health in the Community, Care and Prevention, who would assist and support in the rolling out and delivery of training schemes such as the aim of providing every child of school age with appropriate, basic life support training.

Also, through the many, varied, communications channels and networks we would be able to help promote events, fund raising opportunities and raise awareness of the Heart Helpline.

There is no financial or legal obligation to undertake, just a community pledge **Appendix 3** to adopt some Heart Town Branding, support fundraising activity and promote BHF activity and raise awareness around heart health. The Health Improvement Officer would lead on this scheme and co-ordinate activity, communications and marketing and would report accordingly.

(i) Legal Implications

There are no legal implications.

(ii) Financial Implications

There are no financial implications.

(iii) Health and Safety Implications

There are no financial implications.

(iv) Key Priorities or Corporate Aims

Key Development 3: Creating an enhanced quality of life for local residents.

(v) Risk Assessment

Not Applicable

(vi) Equality and Diversity

Heart Town is an all-inclusive initiative

(vii) Health and Well-being Implications

Signing up to the initiative will stimulate wider community engagement in the Borough in the fight against heart disease.

Background Papers

Correspondence held by the Director of Community Services.



Barrow Borough Council

Member Development Strategy 2011/2012

Date: August 2011

Author: Paula Westwood



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Introduction

Local Government has undergone a massive period of change. Councillors need to take on a broad range of new skills, networks and knowledge; often in a short space of time to embrace increasingly complex roles. Some of these skills are inherent in a politician, some may need to be learned, and others just developed. Adding this new range of skills to existing competence will not be possible without a structured approach and a serious commitment made to Member development with the active inclusion of Members.

In November 2003, the Council declared its commitment to achieve the North West Charter for Elected Member Development which involved exploring new roles for Members, considered how to identify and address the development needs of Members and introduced a practical methodology for assessing key service priorities for the Council.

In September 2006, less than three years on, the Council were awarded with the North West Charter Award for Elected Member Development. This achievement would not have been possible without the Council's commitment and the commitment of its Elected Members to training and development.

The Council had a successful Level 1 review in September 2009.

Vision

The Member Development Strategy provides a long-term direction for Member training and development. The vision behind the strategy is;

“To ensure that all Members have access to adequate training and development opportunities to enable them to fulfill their responsibilities”

Objectives

The Member Development Strategy has the following underlying aims:

- ❖ To encourage involvement of Members in their own development and learning – where they identify their own particular development needs and the means of satisfying those needs to meet the Corporate Strategy of the Council.
- ❖ To focus on Members being learners rather than recipients of training.
- ❖ To ensure that all newly Elected Members are properly inducted into the Council and their role.
- ❖ To see the use of Information Technology as the norm and to ensure that all Members have the opportunity to benefit from Information Technology to assist them in their role and their development.
- ❖ To enable the sharing of good practice.

Who is Involved

The responsibility for the delivery of the Member Development Strategy involves a range of people, led by the Democratic Services Manager, Democratic Services Officers and the Member Training Working Group. A Learning Programme will be agreed each municipal year by the Member Training Working Group.

Planning & Timing of Member Development

To ensure effective planning and co-ordination of Member Development, it is imperative that the people involved in the cycle of identifying needs through to delivering and evaluating training keep each other informed.

To ensure that all Members can participate in Member Development, the Council will endeavour to arrange training events around Committee meetings and ensure that wherever possible, all events organised are accessible in terms of location.

Learning Styles

It is recognised that people have different preferences for the way in which they learn new skills. There are a wide range of methods for learning including:

- ❑ E-Learning;
- ❑ Networking;
- ❑ Observation;
- ❑ Presentations;
- ❑ Quiet Reading;
- ❑ Action Learning;
- ❑ Internet Research;
- ❑ Councillor Mentoring;
- ❑ Local College courses;
- ❑ Information Technology;
- ❑ CD ROMs /DVD's and Videos;
- ❑ Visits to other Local Authorities;
- ❑ Local, Regional and National Conferences; and
- ❑ Corporate Training and Development Courses.

Member Induction

As part of the Council's Induction Programme, Members are invited to attend a half-day briefing at the Town Hall hosted by the Democratic Services Manager, the Chief Executive and Directors.

The induction programme briefly comprises of:-

- ❑ An introduction to the political management structure, Member/Officer Protocol, role of councillors and explanation of the Constitution;
- ❑ The Ethical Framework: the Council's Code of Conduct, Registering and declaring interests;
- ❑ Members allowances, claiming expenses, car mileage and tax returns;
- ❑ Introduction to Democratic Services Section and their role;
- ❑ What happens next? – Including Personal Development Plans and Member Training; and
- ❑ Tour of the Town Hall.

Member Training Working Group

The Council has set up a Member Training Working Group who have the responsibility of meeting on a quarterly basis to review and monitor performance progress of Member Development.

The Member Training Working Group is a cross-party group consisting of the following Members and Officers;

- ❑ Barry Doughty – Labour/Co-operative (Chairman and Nominated Official Spokesperson for Member Development)
- ❑ Dave Pidduck - Labour
- ❑ Ann Thomson - Labour
- ❑ Ken Williams - Conservative
- ❑ Paula Westwood - Democratic Services Officer (Member Support)
- ❑ Jon Huck – Democratic Services Manager
- ❑ Ola Oduwole – Director of Corporate Services

Personal Development Plans (PDP's)

It is believed that people are more effective in learning if they take some time to think about what they need to learn before launching straight into it. PDP's are an ideal opportunity to do this thinking. That is why, on an annual basis, the Democratic Services Officer (Member Support) invites Members along to attend 'one-to-one' discussions to review and update their PDP's.

Following Induction, all newly Elected Members are given the opportunity to attend a one-to-one discussion with the Democratic Services Officer (Member Support) in order to identify their individual training and development needs and draw up a PDP.

The findings from these interviews are then presented to the Member Training Working Group who agree and formulate the Annual Learning Programme each year based on the most commonly identified developed needs.

PDP's are important to ensure that training events are Member-led.

Information Services

An abundance of useful information is made available for Members to assist them in their role. Information can be obtained from the Members' Room, The Members' Private Web Area, the Council's Website and the newsletter 'Member Matters'. The Democratic Services Officers can also assist in undertaking searches for information.

IT Accessibility

Today more and more information is transmitted and stored electronically than ever before; Members without IT skills may find themselves at a significant disadvantage. Members are encouraged to use IT and take up opportunities for developing their IT skills. There is a limited budget within the IT department to provide Members with the necessary IT equipment to enable them to carry out their roles effectively.

Evaluation & Monitoring of the Strategy

It is vital that Members are well equipped to undertake their work and be effective as local representatives.

The Member Development Strategy will be reviewed on an annual basis in conjunction with the Democratic Services Manager, the Democratic Services Officer (Member Support) and the Member Training Working Group. The responsibility for agreeing the overall strategy lies in the hands of the Full Council.

The Democratic Services Manager, Democratic Services Officer (Member Support) and the Member Training Working Group have the joint responsibility for the development of the Annual Learning Programme and for monitoring outcomes and improved effectiveness of the Members.

Evaluation & Monitoring of What Members Learn

In order to get the best out of training and development opportunities it is important to evaluate the impact of any organised training event and ensure that any learning has been put into practice.

After attending any training event or conference, Members will be requested to complete a feedback form. If we don't do this, we may be wasting our time and money. These forms should be completed as honestly as possible to help ensure that future Members are receiving high quality training with positive outcomes. The Member Training Working Group review the attendance and feedback from events on a quarterly basis.

Continuous Improvement

In September 2006, the Council were awarded with the North West Charter Award for Elected Member Development, which has a lifespan of three years. The Council's re-assessment to ensure continuous improvement and improved effectiveness of the

Member development process was held on 25th September, 2009. The Council had a successful Level 1 review.

In December 2009, after careful consideration of the suggestions for continuous improvement made by North West Employers' Organisation, the Member Training Working group agreed that the Council should focus on the following three factors as part of the continuous improvement process in respect of Member Development:-

1. Exploring joint training opportunities with neighbouring Authorities;
2. Acceptance and looking ahead to Level II; and
3. Engaging 100% of Members on IT within the Authority

Member Training Budget

Each year a budget is set aside for Member training and development.

In 2010/2011 the budget allocated was £22,500. The total expenditure from the budget during 2010/2011 was £2,214.09.

The budget allocation for 2011/2012 is £10,000.

Progress on Member Training & Development in 2010/2011

Throughout 2010/2011 training and development opportunities had been made available to Members. The events included:-

- ❑ Member Induction;
- ❑ Mayor & Deputy Mayor Training;
- ❑ Code of Conduct Training;
- ❑ Planning Committee Training;
 - A Short Briefing on Planning for Councillors; and
 - Enforcement, Propriety and Good Practice;
- ❑ Web Mapping Training;
- ❑ Audit Committee Training;
- ❑ Briefing Seminar for Housing;
- ❑ Local Decisions – Fairer Future for Social Housing;
- ❑ Budget Briefing

Further Information

If you would like any further information on Member training and development, or would like to arrange for training on a specific issue, please contact Paula Westwood, Democratic Services Officer (Member Support) on: 876322 or e-mail: pwestwood@barrowbc.gov.uk

Land fronting 11 Biggar Bank Road, Barrow in Furness



ESTATES DEPARTMENT

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Heart Towns

HEART TOWN COMMUNITY PLEDGE (Example)

XXXXX agrees to become a Heart Town for a period of five years (undertaking a yearly review,) partnering the British Heart Foundation (BHF) to achieve shared goals which will enhance the Heart Town and stimulate wider community engagement in the fight against heart disease

The BHF will provide the Heart Town with access to resources such as:

- **Heart Matters Magazine** – a free personalised membership club for anyone concerned about or affected by heart disease
- **School programmes and initiatives** – including Jump Rope, Dodgeball, Arties Olympics and an extensive range of materials tailored to the curriculum
- **The Artie Beat Club** – a free membership club for children
- **Health at Work Initiative** – a range of packs for employers and workplaces focussing on Be Active, Eat Well, Think Well
- **Lifestyle and heart information** – a wide range of healthy lifestyle and health information booklets and resources

The BHF will nominate a representative to lead the Heart Town partnership together with town representatives.

The Heart Town will:

- Adopt Heart Town Branding
- Create a “**HEART TOWN RIDE/WALK/RUN**” in the centre of town
- Support BHF work in schools, businesses and the community
- Support BHF fundraising and volunteering initiatives, including;
One Day – unite the town for one day to fundraise for Mending Broken Hearts and support our existing campaigns in the town:
 1. **Red for Heart** – be part of our major campaign in February for National Heart Month
 2. **Hand on Heart** – help nurture a community of volunteers in your town, with a special focus in June
 3. **The BIG Donation** – encourage the community to recycle and donate to our BHF shops in September

Heart Town Name.....

Signed for Heart Town

Signed for BHF

Designation

Designation

DATE :

DATE: