

Causeway Coast and Glens Shadow Council

Organisation Development Committee Thursday 16th October 2014

Table of recommendations

No	Item	Recommendation
3.	Minutes of meeting held 21 st August 2014	<i>Confirmed</i>
4.	Waste Charges for Premises post 1 st April 2015	<i>Defer</i>
5.	Waste Collection Charges post 1 st April 2015	<i>Defer</i>
6.	Member Capacity Building Programme	<i>Agree</i>
7.	Draft Causeway Coast and Glens Community Development Strategy 2015-2018	<i>Defer pending funding clarification; Write to Department</i>
8.	Capital Project Approval Juniper Hill Caravan Site Stage 3	<i>Approve most economically advantageous tender</i>

Organisation Development Committee

Minutes of the Meeting of Causeway Coast & Glens Shadow Council Organisation Development Committee, held in the Council Chamber, Coleraine Borough Council on Thursday 16th October at 7.00pm.

In the Chair: Councillor Nicholl

Members present: Councillors Blair, Callan, Campbell, Chivers, Douglas, Duddy, Hickey, Holmes, Hunter, Loftus, McCandless, McKillop MA, McLean, McShane P, Mulholland, Robinson, Wilson

In attendance: Mr D Jackson, Chief Executive Designate
Ms S Kelly, Organisation Development Lead Officer
Mrs E Beattie, Head of Policy
Mr R Baker, Leisure & Development Lead
Mr A McPeake, Environmental Services Lead
Mrs P McLaughlin, Committee Administrator

Mrs Valerie Richmond, Limavady BC

1. Apologies

Apologies were recorded from Councillor Stevenson.

2. Declarations of Interest

No declarations of interest were recorded.

3. Minutes of meeting held 21st August 2014

The minutes of the meeting held on 21st August were confirmed as a correct record. The Chair advised that the minutes had been ratified by Council on 25th September 2014.

4. Waste Charges for Premises post 1st April 2015

The Lead Officer Environmental Services presented the report, previously circulated, as undernoted.

The four legacy Councils currently collect Commercial Waste from approximately 1160 premises generating revenue circa £520,000 in the 2013/14 financial year.

'The Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013 came into force on 30 November 2013 and classify waste as household waste,

industrial waste or commercial waste for the purposes of Part 2 of the Waste and Contaminated Land (Northern Ireland) Order SI 1997/2778 ;

The Regulations also state the types of household waste for which a charge for collection may be made and includes the ability to charge the following premises;

- **Commercial Businesses**
- **Caravan Sites**
- **Self-Catering Establishments**
- **Premises occupied by a club, society or any association of persons in which activities are conducted for the benefit of the members**
- **A hotel**
- **A market or fair**
- **The practice of a general medical practitioner**
- **Premises occupied by; a court; a government department; a district council; a person appointed by or under any enactment to discharge public functions; a body incorporated by Royal Charter; and a public body or Trust.**
- **Waste from a residential home**
- **Waste from premises forming part of a university, school or other educational establishment**
- **Waste from premises forming part of a hospital or nursing home (except for waste from a residential hostel forming such part which provides accommodation only to persons with no other permanent address)**
- **Waste from Prisons, Borstals or other such penal institution**
- **Waste from a charity shop selling donated goods originating from domestic property**
- **Waste from premises used wholly or mainly for public meetings**
- **Waste from a Bed and Breakfast**
- **Waste from premises occupied by—**
 - (a) **a community interest company (being a company which is registered as such with the registrar of companies); or**
 - (b) **a charity or other not for profit body, which collects goods for re-use or waste to prepare for re-use from domestic property**

Premises exempt from a charge include

- **A place of worship**

Presently, legacy Councils charge certain premises but not others. The table below shows the differences across the Councils. However, to ensure consistency across the Causeway Coast & Glens it is proposed to charge based on what is allowable under the Regulations. This also has the potential to increase revenue.

Premises Currently Charged for Collection of Waste

Premises	Ballymoney	Coleraine	Limavady	Moyle	CC&G Proposed 2015/16

Premises Currently Charged for Collection of Waste

Commercial Businesses	√	√	√	√	√
Caravan Parks	N/A	X	N/A	√	√
Churches	√	X	X	X	X
Premises	Ballymoney	Coleraine	Limavady	Moyle	CC&G Proposed 2015/16
Charities	√	X	X	X	√
Clubs & Societies	√	X	X	√	√
Residential Homes	√	√	X	√	√
Schools	√	√	√	X	√
Total Income 2013/14	£ 162,000	£ 188,000	£ 98,000	£ 75,000	
TOTAL				£ 523,000	£ 673,000

It was recommended that the Organisation Development Committee approve the charging of those premises referred to under the 'The Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013.'

Councillor Campbell requested that the officer check the position with Ballymoney Borough Council relating to charging churches for the collection of waste. The officer undertook to check this fact.

During discussion Councillor Douglas and Councillor Mulholland raised concerns about charges for residential homes particularly in relation to those homes in Limavady Borough which were not currently charged and asked how this change, if agreed, would be communicated to those affected. The Lead Officer Environmental Services responded advising that those premises affected would be contacted and advised in advance of any change to the current situation.

Councillor Loftus, addressing the charging of clubs sought clarification on what particular clubs and societies were included in the category '**Premises occupied by a club, society or any association of persons in which activities are conducted for the benefit of the members**', pointing out that many clubs/societies are run on a voluntary basis. Councillor Robinson asked if any form of consultation would be carried out with those affected by any proposed changes to charging. In response, the Chief Executive advised that consultation with those affected would be considered and brought before Council for consideration as part of the decision making process. Councillor Mulholland suggested that clubs and societies would benefit from advice and education from Council on recycling and waste collection issues. Councillor Chivers concurred with the previous comments saying that for some clubs and societies, charges could be excessive. Councillor McShane commented that these were difficult decisions and that consideration could be given to supporting clubs in other ways.

It was proposed by Councillor Duddy, seconded by Councillor Robinson to recommend **that Committee defers any recommendation until further information can be brought before Committee on the issues raised by Members.**

It was proposed by Councillor Holmes, seconded by Councillor Hickey to recommend **that the recommendation is agreed with the exclusion of clubs and societies for a period of one year.**

Councillor McCandless commented that given the level of interest and debate particularly with regard to the charging of clubs and societies it would be best to defer the matter for one month until more information is available to Members.

The Chief Executive confirmed that deferral would not unduly delay progress.

It was AGREED: **that the matter be deferred to the next meeting of the Committee in November when further information would be provided to Members.**

5. Waste Collection Charges post 1st April 2015

The Lead Officer Environmental Services presented the report, previously circulated as undernoted.

The four legacy Councils currently collect Commercial Waste from approximately 1160 premises generating revenue circa £520,000 in the 2013/14 financial year.

'The Waste and Contaminated Land (Northern Ireland) Order 1997', requires The Causeway Coast and Glens Council (the Council) to arrange for the collection of a premises waste if requested. The Council may recover a reasonable charge for the collection of the waste from the person who made the request.

To encourage businesses to recycle it is proposed to offer a reduced price for both recycling and food waste collection. A table showing the comparison with the charges currently in place in the legacy Council was tabled (Appendix A). The proposed breakdown of costs for different bin sizes is detailed below and is based on collection and disposal costs on a cost recovery basis:

Bin Size (lt)	Proposed Black Bin	Proposed Blue Bin	Proposed Brown Bin
1100	£ 20.20	£ 9.70	£ 13.80
660	£ 12.50	£ 6.00	£ 8.50
240	£ 4.70	£ 2.30	£ 3.20
120	£ 2.50	£ 1.20	£ 1.70

The charges will come into effect from 1st April 2015.

It was recommended that the Organisation Development Committee approves the charging structure as tabled.

During discussion regarding the charging structure it was proposed by Councillor Duddy, seconded by Councillor Mulholland to recommend that Committee approves the charging structure as tabled.

Councillor Mulholland suggested that the Council website would be a valuable educational tool to give ratepayers detailed information on the waste management and recycling process.

Councillor Holmes proposed an amendment, seconded by Councillor Wilson and subsequently AGREED: **to recommend that Committee defers the item for 4 weeks to allow officers to bring further information and analysis of the charges to Committee.**

6. Member Capacity Building Programme

The Lead Officer Organisation Development presented the report, previously circulated, as undernoted.

At the Governance Committee meeting held on 14th August it was agreed that a comprehensive, integrated Member Capacity Building Programme would be developed to address the key capacities required by Councillors to deliver the Reform outcomes for the new Council.

It was recognised that Elected Members will not just be taking over from the outgoing Councils but will also be undertaking new roles and responsibilities arising from both new and transferring functions. They will be doing so within a new legislative context and within a new personal ethical framework. Some new Members will have limited local government experience; other Members will have a wealth of experience of the current local government climate.

The Local Government Act (NI) 2014 which covers the main legislative processes came into being in May 2014 and the period of transition from now to 1st April 2015, allows for the adoption of an integrated programme of Member Capacity Building, which will enable the Council, Councillors and Officers to be fit for purpose on 1st April 2015.

In addition the need for a capacity-building programme has already been recognised by the DoE and the Northern Ireland Local Government Association (NILGA) and funding has been put in place through the DoE and the Local Government Training Group to facilitate this work.

Member Capacity Building Programme

A Member Capacity Building Programme has been developed, attached Appendix B and Appendix C.

This programme addresses key aspects of the Councillors' roles and responsibilities in the new Council across a number of key areas:

- ***Context and Personal Responsibility***
- ***Strategic Intent***
- ***Integrated Planning***
- ***Partnership Working***
- ***Governance, Performance and Local Government Finance***

Delivery

Within this programme trainers have been identified from the Local Government Training Group approved list of providers. In the development of the programme an holistic approach has been taken to ensure that the training can be provided on a consistent basis and so that members have the opportunity to become comfortable with the trainers and gain the direct benefit of their experience, both formally and informally. The programme can be customised and adjusted following input from Members now and throughout the transition period.

Cost

The DoE and the Local Government Training Group have made funding available to Councils to cover the cost of Member Development. The Local Government Training Group have in place a call off framework of selected providers, and all of the providers listed within this programme are from this call off framework. The cost to deliver this programme is £20,000 with additional monies already identified for the planned Study visit in January 2015.

Evaluation

Evaluation forms will be completed following each of the workshops and comments and views used to inform other sessions.

Expected Learning Outcomes

As a result of undertaking the capacity building programme it is envisaged that Councillors will be more:

- ***Confident in the execution of their many and diverse roles;***
- ***Resilient in responding to the challenges they face;***
- ***Rigorous and fair in challenging the organisation's performance and that of external partners and stakeholders;***
- ***Trusting of Officers and Members roles;***
- ***Able to make tough decisions and recognise the trade-offs contained within them;***
- ***Agile in adapting to new situations and resolving the challenges which those situations create;***
- ***Able to assess their own performance and raise their own personal bar and continue learning.***

It was recommended that the OD Committee agrees to the implementation of the attached Member Capacity Building Programme and that this is implemented throughout the transition period.

It was proposed by Councillor Hickey, seconded by Councillor Holmes and AGREED: **to recommend that Council fully implements the Member Capacity Building Programme throughout the transition period.**

7. Draft Causeway Coast and Glens Community Development Strategy 2015-2018

The Lead Officer Leisure and Development presented the report, previously circulated.

Councillor Duddy raised issues on behalf of his party including, the 3 zones identified in the report which do not reflect the 'joined up' approach of the new Council area and the funding for the strategy. He indicated that in the absence of firm identification of funding from central government he would propose that the matter is deferred until such time as central government clarifies the funding position.

The Chief Executive advised Members that the strategy was presented to give Members an opportunity to achieve some consistency from April 2015 but would be followed with a costed plan when the funding issues were clearer.

Following discussion during which Councillor Callan and Councillor Hickey also raised issues with the strategy including the lack of clearly identified and measurable performance indicators and the zoning, Councillor Duddy's proposal was seconded by Councillor Holmes and AGREED: **to recommend that a decision on the Strategy is deferred until information on external funding is clarified for 2015/16; 2016/17 and that the Council writes to the Department requesting clarification on future funding.**

8. Capital Project Approval – Juniper Hill Caravan Site Stage 3

It was proposed by Councillor Chivers, seconded by Councillor Hunter to move 'into committee' during discussion of the item.

The Lead Officer Leisure and Development presented the report, previously circulated, as undernoted and tabled the Tender Report for Committee's consideration.

Project Management

On the 24th July 2014, The Causeway Coast and Glens Shadow Council approved the use of Staged Gateway Points ("go/no-go points") for all future Capital Projects:

Stage 1 Scoping, Feasibility & Outline Business Case (1% of total costs).

Stage 2 Procurement & Final Business Case (3% of total costs).

Stage 3 Operations Contract & Management (110% of total costs).

Stage 4 Operational management (Revenue costs).

Approval of Option D

On the 25th September, Shadow Council approved the following recommendation within Stage 2:

Due the following considerations;

- The necessity to comply with electrical safety regulations and keep the site open.***
- The one-time opportunity to carry out the non-essential works at substantially reduced cost.***

- *The opportunities to make operational revenue savings from the non-essential works.*
- *The improvements to the services and levels of amenity from the nonessential works.*
- *The extent of the net benefits available in return for a difference in simple Return on Investment of 1 year of operation.*

Shadow Council approved the implementation of Option D as representing overall best value for money.

Approval of Option D allowed officers to refine the schedule of works and final capital costs to deliver the final Tender Report in October 2014.

It was recommended that the Organisation Development Committee considers and approves the Tender Report to allow the appointment of the Most Economically Advantageous Tenderer.

It was proposed by Councillor Wilson, seconded by Councillor Hickey and AGREED:
to recommend that Council approves the appointment of the Most Economically Advantageous Tender as detailed in the Tender Report.

The meeting closed at 8.22pm

Appendices

Appendix A – Waste Charges for Premises post 1st April 2015

Appendix B - Member Capacity Building Programme September – December 2014

Appendix C – Causeway Coast and Glens Member Training October 2014 – March 2015

Proposed Residual (Black Bin) Collection Charges 2015/16

	2014/15 Charges				2015/16
Bin Size (lt)	B'money Black Bin	Coleraine Black Bin	Limavady Black Bin	Moyle Black Bin	Proposed Black Bin
1100	£ 20.20	£ 20.00	£ 21.28	£ 16.21	£ 20.20
660	£ 13.20	£ 10.00	£ 12.69	£ 9.77	£ 12.50
240	£ 5.69	£ 4.00	£ 5.50	£ 3.55	£ 4.70
120	£ 4.09	£ 2.20	£ 3.87	£ 1.76	£ 2.50

Proposed MDR (Blue Bin) Collection Charges 2015/16

	2014/15 Charges				2015/16
Bin Size (lt)	B'money Blue Bin	Coleraine Blue Bin	Limavady Blue Bin	Moyle Blue Bin	Proposed Blue Bin
1100	N/A	£ 5.04	£ 19.16	£ 6.50	£ 9.70
660	N/A	N/A	£ 11.43	N/A	£ 6.00
240	N/A	£ 1.08	£ 4.96	£ 1.50	£ 2.30
120	N/A	N/A	£ 3.48	N/A	£ 1.20

Proposed Biodegradable (Brown Bin) Collection Charges 2015/16

	2014/15 Charges				2015/16
Bin Size (lt)	B'money Black Bin	Coleraine Black Bin	Limavady Black Bin	Moyle Black Bin	Proposed Brown Bin
1100	N/A	N/A	N/A	N/A	£ 13.80
660	N/A	N/A	N/A	N/A	£ 8.50
240	N/A	N/A	N/A	N/A	£ 3.20
120	N/A	N/A	N/A	N/A	£ 1.70

SEPTEMBER 2014 – DECEMBER 2014

WORKSHOP	VENUE	DATE	TIME
DOE Session 2 Development Plans and Working with The Community	Mossley Mill, Newtownabbey	16 th October	10.00 am – 2.00 pm
Introduction to Local Government (new and co-opted members as Appropriate) PMS Consulting	Bannview Committee Room Cloonavin, Coleraine	28 th October	Workshop 1 6.00 pm – 9.00 pm (dinner available from 5.30 pm) An afternoon workshop can be scheduled if requested
Permitted forms of Governance PMS Consulting	Roe Valley Arts Centre, Main Street, Limavady	29 th October	Workshop 1 2.00 pm – 5.00 pm OR Workshop 2 6.00 pm – 9.00 pm (dinner available from 5pm)
Introduction to Local Government Finance CIPFA	Flowerfield Arts Centre Portstewart	5 th November	Workshop 1 2.00 pm – 5.00 pm OR Workshop 2 6.00 pm – 9.00 pm (dinner available from 5pm)
Community Leadership Role PMS Consulting	Roe Valley Arts Centre, Main Street, Limavady	12 th November	Workshop 1 2.00 pm – 5.00 pm OR Workshop 2 6.00 pm – 9.00 pm (dinner available from 5pm)
DOE Session 3 Practical Planning	Antrim Council Offices	19 th November	5.30 pm – 9.00 pm (dinner available from 5pm)

SEPTEMBER 2014 – DECEMBER 2015

WORKSHOP	VENUE	DATE	TIME
Policy Development and Decision Making PMS Consulting	Bannview Committee Room Cloonavin, Coleraine	26 th November	Workshop 1 2.00 pm – 5.00pm OR Workshop 2 6.00 pm – 9.00pm (dinner available from 5.30 pm)
Understanding Budgeting and Rate Setting CIPFA	Bannview Committee Room Cloonavin, Coleraine	3 rd December	Workshop 1 2.00 pm – 5.00pm OR Workshop 2 6.00 pm – 9.00pm (dinner available from 5.30 pm)
Management of Meetings: Standing Orders PMS Consulting	Bannview Committee Room Cloonavin, Coleraine	10 th December	Workshop 1 2.00 pm – 5.00pm OR Workshop 2 6.00 pm – 9.00pm (dinner available from 5.30 pm)

JANUARY 15 – MARCH 15

WORKSHOP	VENUE	DATE	TIME
DOE Session 4 Propriety and Outcomes	Mossley Mill Newtownabbey	7 th January	5.30pm – 9.00pm (dinner available from 5pm)
Study Visit PMS Consulting	Stratford Council	13 th , 14 th , 15 th Jan	
Representing Council on Outside Bodies PMS Consulting	Bannview Committee Room Cloonavin, Coleraine	21 st January	Workshop 1 2.00 pm – 5.00pm OR Workshop 2 6.00 pm – 9.00pm (dinner available from 5.30 pm)
Equality, Diversity, Disability, Good Relations Harry McConnell	Bannview Committee Room Cloonavin, Coleraine	28 th January	Workshop 1 2.00 pm – 5.00pm OR Workshop 2 6.00 pm – 9.00pm (dinner available from 5.30 pm)
Chairing Skills PMS Consulting	Roe Valley Arts Centre, Main Street, Limavady	4 th February 15	Workshop 1 2.00 pm – 5.00pm OR Workshop 2 6.00 pm – 9.00pm (dinner available from 5.30 pm)
Continuous Improvement PMS Consulting	Bannview Committee Room Cloonavin, Coleraine	18 th February 15	Workshop 1 2.00 pm – 5.00pm OR Workshop 2 6.00 pm – 9.00pm (dinner available from 5.30 pm)

CAUSEWAY COAST AND GLENS DISTRICT COUNCIL

DETAILS OF MEMBER TRAINING – OCTOBER 2014 to MARCH 2015

No	Title	Context	Learning Objective	Date
1	DOE Session 1 Overview of Planning for Councillors	<ul style="list-style-type: none"> • Overview of the new Planning System • Outline of Legislative Framework Q&A • Planning Principles and Policy overview - Practical session – task • Operational Transitional Arrangements – Practical Session - task 		Sept 11
2	Integrated Planning PMS Consulting	On first April 2015, Council will be responsible for preparing two new statutory plans. One is the Local Development Plan, providing the spatial planning framework for the physical development of the district whilst the Community Plan will be expected to address the overall social well-being of the communities within the District. Balancing the Council approach to these two new plans alongside Council's own Corporate Plan will be very challenging and the need for correlation of effort is obvious	To understand the purpose of each of the council's major strategic plans, how they relate to each other, how they relate to each other, how they relate to the Council's resource allocation and how, by adopting an integrated approach, they can be best utilised to shape the physical, social and economic development of the District taking into account the central government planning framework.	Oct 1 st 2-5 6-9 (2)
3	DOE Session 2 Development Plans and	<ul style="list-style-type: none"> • Community Planning & Planning • Council Cluster Development Plans • Community Involvement 		Oct 16th

	Working with the Community			
4	Introduction to Local Government PMS Consulting	For newly elected or recently co-opted members, the world of local government can be a strange and confusing environment of politics, procedures and bureaucracy. This training provides an understandable context to what local government really is and how it works	To gain an awareness of the local government environment in Northern Ireland, the current challenges and opportunities and how to best approach the duties and responsibilities of being a councillor at this time	Oct 28 th 6-9[1]
5	Permitted Forms of Governance	The Local Government Act (NI) 2014 sets out the choice of governance arrangements which Councils may use to conduct their business. This session looks in detail at the various options available, pointing out the strengths and weaknesses of each	To provide participants with a clear understanding of each of the permitted governance options open to the Council which will enable them to make a choice of governance arrangements appropriate to how they wish to see the Council conducting its business	Oct 29 th 2-5 6-9{2}
6	Introduction to Local Government Finance CIPFA	<p>Local Legislative Context and Operating Environment</p> <ul style="list-style-type: none"> • Overview of Relevant Legislation • Recent Significant Changes • Central Government relationship <p>Format and Presentation of the Accounts</p> <ul style="list-style-type: none"> • Core Financial Statements • Understanding the Accounts and Supporting Notes <p>Concepts and Principles</p> <ul style="list-style-type: none"> • Revenue and Capital, Cash and Accruals • The Prudential Framework 		Nov 5 th

		<ul style="list-style-type: none"> • Treasury management <p>Capital Finance</p> <ul style="list-style-type: none"> • Financing the Capital programme • Prudential Indicators 		
7	Community Leadership Role PMS Consulting	The Local Government Act NI (2014) and guidelines have required and encouraged councils to work in closer partnership with other bodies – such as the police and health– and to empower councillors to take a higher profile as advocates and leaders in their DEAs.	To assist participants to develop a deeper awareness of how to help communities to identify and deal with problems in the most effective way. How to bring in help from officers and partners, acting as the voice for the community to the council, partners and others. Communicating the work of the council and partners to the community, leading the community and others in developing a vision for the area and the steps to achieve it.	Nov 12 th 2-5 6-9[2]
8	DOE Session 3 Practical Planning	The Planning Portal Development Management Process Statutory Consultations Enforcement Development management process – post transfer Q&A		Nov 19 th
9	Policy Development and Decision-making PMS Consulting	Local Councils in Northern Ireland have to act within the policies of the Northern Ireland Assembly. Within this context local policy development and decisions are governed by the local	Participants will develop an awareness of the importance of evidence based policy and how that can be achieved while responding to political will.	Nov 26 th 2-5 6-9[2]

		Councils Constitution and governance arrangements.	How the different forms of decision making relate to policy development in terms of time allocation and resource allocation. The need to engage a wide range of stakeholders in policy formulation.	
10	Understanding Budgeting and Rate Setting CIPFA	<ul style="list-style-type: none"> • Roles and Responsibilities, Role of the CFO and Council, Legislative Context, Aims of the Budget • Financial Planning System, Medium Term Financial Plans, Timetable and Budget Cycle, Budget improvements • Budget in Detail, Savings and growth, Capital Plans and Financing, Cash and Treasury Management • Authorities Reserves, Types of Reserves, Powers of the Council over Reserves 		Dec 3 2-5 6-9
11	Managing Meetings PMS Consulting	Meetings are a critical part of the decision-making process within Council and meetings need to be properly managed in accordance with statute and the Council's own Standing Orders. Council decisions are open to scrutiny and the meeting process involving decisions must be seen to be fair and equitable.	To gain an understanding of how meetings are managed within the governance arrangements set out in Council's Standing Orders and how the decision-making process can be affected by both <ul style="list-style-type: none"> • Call-in procedure • Qualified majority 	Dec 10 th 2-5 6-9[2]
12	DOE Session 4 Propriety and Outcomes	<ul style="list-style-type: none"> • Introduction to Code of Conduct • Planning Committee Role Plan • Feedback & Q&A • Planning Appeals Commission • Q&A 		Jan 7 th 5.30 – 9.00

13	Integrated Planning Study Visit	The planning reforms that are in the process of adoption in Northern Ireland began in England with the Local Government 2000, followed by the Planning Act 2004 and the Localism Act 2011. During this period much experience and learning has occurred in relation to Planning Powers, Local development Frameworks, Community Plans and Stakeholder Engagement.	Participants on this study visit will be afforded the opportunity to visit and discuss with officers and members of Stratford upon Avon District Council the following : <ul style="list-style-type: none"> • Local Development Frameworks • Community Planning • Planning Committee how it works by attending the committee and meeting the committee members. 	13 th -15 th Jan 2015
14	Representing Council on Outside Bodies PMS Consulting	Councils appoint members to sit on a wide variety of agencies and external bodies, ostensibly to represent the interests of Council However, membership of other bodies brings a level of personal responsibility by the members on those bodies which at times can create conflicts of interest and even legal liability	To gain an awareness of the personal responsibility attached to members representing Council on external bodies and agencies and to understand the steps which can be taken to provide a greater degree of self-protection	Jan 21 st 2-5 6-9 (2)
15	Equality, Diversity, Disability, Good Relations Harry McConnell	<ul style="list-style-type: none"> • Raising awareness of the Council's obligations under Section 75 NI Act • Disability Discrimination Legislation including disability duties • Exploring the role of Council in promoting diversity • Providing an overview of Council's Good Relations obligations 		Jan 28 th 2-5 6-9 (2)
16	Chairing Skills PMS Consulting	Local government does its business largely through meetings and it is important that all members understand the role and authority of the Chair in the conduct of meetings	To gain an understanding of the powers and role of a Chair and how to effectively chair a meeting using the procedures set down in Standing Orders and a range of inter-personal skills and practical procedures	Feb 4 th 2-5 6-9 (2)

17	Continuous Improvement PMS Consulting	Clause 93 & 95 of the Local Government Act NI (2014) require a council to measure its performance against a previous year's performance and compare its performance, so far as is practicable, with the performance of other councils and other public bodies. In addition, a council must use the information it collects to assess whether it could improve its performance and, based on that, must decide on steps to take to improve its performance in exercising its functions.	Participants will know the importance of a systematic approach to performance and continuous improvement and the need for a clear action plan to see that service improvement takes place. The value of having a means of assessing progress through performance indicators and the need to ensure that performance reporting takes place in the right place in a timely manner so that decisions and actions are taken when required.	Feb 18 th 2-5 6-9 (2)
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