

Public Document Pack



Wyre Borough Council
Date of Publication: 12 April 2023
Please ask for: Marianne Unwin
Democratic Services Officer
Tel: 01253 887326

Dear Councillor,

You are hereby summoned to attend a meeting of Wyre Borough Council to be held at the Civic Centre, Breck Road, Poulton-le-Fylde on **Thursday, 20 April 2023** commencing at 7.00 pm.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Rebecca Huddleston", written over a light grey grid background.

Rebecca Huddleston
Chief Executive

The Mayor will invite the Mayor's Chaplain, Reverend John Squires, to say prayers.

COUNCIL AGENDA

- 1. Apologies for absence**
- 2. Confirmation of minutes** (Pages 5 - 18)
To approve as a correct record the Minutes of the meeting of the Council held on Thursday 9 March 2023.
- 3. Declarations of Interest**
To receive any declarations of interest from any Member on any item on this agenda.
- 4. Announcements**
To receive any announcements from the Mayor, Leader of the Council, Deputy Leader of the Council, Members of the Cabinet, a Chairman of a Committee or the Chief Executive.

5. Public questions or statements

To receive any questions or statements from members of the public under Procedure Rule 9.1.

6. Questions "On Notice" from councillors

To receive any questions from Members of the Council to the Mayor, a member of the Cabinet or the Chairman of a Committee under Council Procedure Rule 12.1.

7. Executive reports

To receive reports from Cabinet Members. (In accordance with Procedure Rule 11.3 Councillors will be able to ask questions or make comments).

- (a) Leader of the Council (Councillor Michael Vincent) (Pages 19 - 20)
- (b) Resources Portfolio Holder (Councillor Henderson) (Pages 21 - 24)
- (c) Street Scene, Parks and Open Spaces Portfolio Holder (Councillor Bridge) (Pages 25 - 26)
- (d) Planning Policy and Economic Development Portfolio Holder (Councillor Collinson) (Pages 27 - 32)
- (e) Neighbourhood Services and Community Safety Portfolio Holder (Councillor Berry) (Pages 33 - 36)
- (f) Leisure, Health and Community Engagement Portfolio Holder (Councillor Bowen) (Pages 37 - 42)

8. Treasury Management Policy and Annual Investment Strategy, Minimum Revenue Provision Policy Statement and Capital Strategy 2023/24 (Pages 43 - 94)

Report of Councillor Henderson, Resources Portfolio Holder and Clare James, Corporate Director Resources.

9. Constitution Amendments (Pages 95 - 188)

Report of Councillor Michael Vincent, Leader of the Council and Rebecca Huddleston, Chief Executive.

10. Members' Allowances Scheme (Pages 189 - 206)

Report of Clare James, Corporate Director Resources.

11. **Councillor Development Programme 2023/27 and Councillor Development Strategy 2023/27** (Pages 207 - 290)
Report of Councillor Michael Vincent, Leader of the Council and Clare James, Corporate Director Resources.
12. **Membership of Committees** (Pages 291 - 296)
Report of Councillor Michael Vincent, Leader of the Council and Rebecca Huddleston, Chief Executive.
13. **Annual Report - Overview and Scrutiny Committee** (Pages 297 - 318)
Report of Councillor John Ibison, Chairman of the Overview and Scrutiny Committee.
14. **Periodic report - Audit Committee** (Pages 319 - 322)
Report of Councillor Lesley McKay, Chairman of the Audit Committee.
15. **Periodic Report - Mental Health Champion** (Pages 323 - 326)
Report of Councillor Julie Robinson, Mental Health Champion.
16. **Notices of Motion**
None.

If you have any enquiries on this agenda, please contact Marianne Unwin, tel: 01253 887326, email: Marianne.Unwin@wyre.gov.uk

This page is intentionally left blank



Council Minutes

The minutes of the Council meeting of Wyre Borough Council held on Thursday, 9 March 2023 at the Council Chamber - Civic Centre, Poulton-le-Fylde.

Council members present:

Councillors Robinson, Catterall, I Amos, Lady D Atkins, Sir R Atkins, Ballard, Beavers, Berry, C Birch, Bowen, Bridge, Cartridge, E Ellison, P Ellison, Fail, Gerrard, Henderson, Holden, Ibison, Ingham, Kay, Le Marinel, Leech, Longton, McKay, Minto, Moon, Orme, Rendell, Rushforth, Smith, Stirzaker, Swales, A Vincent, Matthew Vincent, M Vincent, D Walmsley, L Walmsley and Webster

Apologies for absence:

Councillors Armstrong, Baxter, B Birch, Collinson, George, O'Neill, Raynor, A Turner and S Turner

Failed to attend or tender apologies for absence

Councillors Fairbanks and Williams

Officers present:

Rebecca Huddleston, Chief Executive Designate
Garry Payne, Chief Executive
Mark Billington, Corporate Director Environment
Marianne Hesketh, Corporate Director Communities
Clare James, Corporate Director Resources and Section 151 Officer
Emma Lyons, Communications and Visitor Economy Manager
Marianne Unwin, Democratic Services and Scrutiny Manager (Temporary)
Joanne Billington, Head of Governance and Business Support
Jane Collier, Human Resources Manager and Deputy Monitoring Officer
George Ratcliffe, Assistant Democratic Services Officer

Six members of the public attended the meeting.

66 Confirmation of minutes

The Leader of the Council, Councillor Michael Vincent, proposed and the Resources Portfolio Holder, Councillor Henderson, seconded that the minutes of the meeting of the full Council held on 26 January 2023 be confirmed as a correct record.

It was **agreed** (by 34 votes to 0) that the minutes of the full Council meeting

held on 26 January 2023 be confirmed as a correct record by those in attendance.

67 Declarations of Interest

None.

68 Announcements

The Mayor thanked those who attended her Mayor's Charity Ball and explained that the event was a success. She also made announcements about her final events as Mayor, these were:

- A pre-loved fashion show on Saturday 1 April 2023.
- An evening of song with the Blackpool Male Voice Choir on Friday 14 April 2023.

69 Public questions or statements

None received.

70 Questions "On Notice" from councillors

None received.

71 Pay Policy Statement 2023/24

The Leader of the Council, Councillor Michael Vincent, and the Chief Executive, Garry Payne, submitted a report on the council's Pay Policy Statement 2023/24.

It was proposed by Councillor Michael Vincent, seconded by Councillor Berry that the Pay Policy Statement in respect of 2023/24, which was attached as Appendix A of the report be approved.

It was **agreed** (unanimously) at that the Pay Policy Statement 2023/24 be approved.

72 Refreshed Business Plan 2019 - 2023 (Updated January 2023)

The Leader of the Council, Councillor Michael Vincent and the Chief Executive, Garry Payne submitted a report on the council's Refreshed Business Plan 2019 – 2023 (updated January 2023).

It was proposed by Councillor Michael Vincent, seconded by Councillor Berry that the Refreshed Business Plan 2019 – 2023 be approved.

During the debate, Councillor Fail raised a personal explanation to clarify that he had said the word "facilitate" in relation to a borough wide programme to improve energy efficiency.

It was **agreed** (by 32 votes to 0, with 6 abstentions) that the Refreshed Business Plan 2019 – 2023 (updated January 2023) be approved.

73 **Revenue Budget, Council Tax and Capital Programme - 2023/24**

The Leader of the Council, Councillor Michael Vincent, submitted a report on the setting of Council Tax for 2023/24. His report included reference to the report of the Corporate Director Resources (Section 151 Officer) on the Revenue Budget, Council Tax and Capital Programme, which had been considered by the Cabinet at its meeting on 15 February 2023. The full minute of that Cabinet meeting was included as Appendix 1 to his report.

The Mayor said that, in accordance with the usual convention, Procedure Rule 16.4 would be suspended so that the Leader when proposing the Budget and the Leader of the Opposition when commenting on or proposing any amendments to it, would not be time limited. However, all other speakers in the debate would, as usual, be limited to a maximum of five minutes each.

The Mayor also proposed that Procedure Rule 16.6(b) be suspended to allow a single debate to be held on any amendments proposed, the budget as a whole and the setting of the Council Tax. The Council **agreed** unanimously.

It was proposed by Councillor Michael Vincent and seconded by Councillor Henderson that the recommendations made by Cabinet be approved.

The following amendments were proposed by Councillor Fail and seconded by Councillor Beavers:

1. Reduce Fly-Tipping – free collections for all

The cost would be an estimated £50k-£80k a year which would be funded from the Value For Money reserve. An end of year one review would identify cost reductions and additional income from other fees and charges to offset any impact on general balances.

2. Reduce Littering and Dog-fouling - Bring District Enforcement In-house

The cost based on figures provided to O&S (assuming a like for like service) would be in the region of £130k for Year 1, and £100k thereafter. This would be funded from the Value For Money reserve. An end of year one review would identify cost reductions and additional income from other fees and charges to offset any impact on general balances.

During the debate, Councillor Beavers raised a personal explanation in response to Councillor Berry to clarify she did not mention builders waste in her speech.

Councillor Michael Vincent raised a personal explanation by clarifying that wording of the first Labour Group amendment did not mention the word “household waste”. The Chief Executive confirmed that the wording of the amendment was “Reduce Fly-Tipping – free collections for all. The cost would

be an estimated £50k-£80k a year which would be funded from the Value For Money reserve. An end of year one review would identify cost reductions and additional income from other fees and charges to offset any impact on general balances.”

Following a proposal by Councillor Fail to amend the wording of the Labour Group’s first amendment, a point of order was raised by Councillor Le Marinel regarding the procedure for further amendments. The Mayor ruled that no further amendments were to be heard as members had moved to the debate.

The following members voted in support of the first amendment proposal: Councillors Beavers, Fail, Longton, Rushforth, Smith, Stirzaker and Swales.

The following members voted against the first amendment proposal: Councillors I Amos, Lady D Atkins, Sir R Atkins, Ballard, Berry, C Birch, Bowen, Bridge, Cartridge, Catterall, E Ellison, P Ellison, Gerrard, Henderson, Holden, Ibison, Ingham, Kay, Le Marinel, Leech, McKay, Minto, Moon, Orme, Rendell, Robinson, A Vincent, Matthew Vincent, Michael Vincent, D Walmsley, L Walmsley and Webster.

The amendment was therefore **lost** (by 7 votes to 32).

The following members voted in support of the second amendment proposal: Councillors Beavers, Fail, Longton, Smith, Stirzaker and Swales.

The following members voted against the second amendment proposal: Councillors I Amos, Lady D Atkins, Sir R Atkins, Ballard, Berry, C Birch, Bowen, Bridge, Cartridge, Catterall, E Ellison, P Ellison, Gerrard, Henderson, Holden, Ibison, Ingham, Kay, Le Marinel, Leech, McKay, Minto, Moon, Orme, Rendell, Robinson, Rushforth, A Vincent, Matthew Vincent, Michael Vincent, D Walmsley, L Walmsley and Webster.

The amendment was therefore **lost** (by 6 votes to 33).

A vote was then taken on the Cabinet’s recommendations on the budget for 2023/24 and on the level of the Council Tax as set out in paragraphs 3.1, 3.2, 3.3 and 3.4 of the Leader’s report.

The following members voted in support of the proposal: Councillors I Amos, Lady D Atkins, Sir R Atkins, Ballard, Berry, C Birch, Bowen, Bridge, Cartridge, Catterall, E Ellison, P Ellison, Gerrard, Henderson, Holden, Ibison, Ingham, Kay, Le Marinel, Leech, McKay, Minto, Moon, Orme, Rendell, Robinson, Rushforth, A Vincent, Matthew Vincent, Michael Vincent, D Walmsley, L Walmsley and Webster.

The following members voted against the proposal: Councillors Beavers, Fail, Longton, Smith, Stirzaker and Swales.

The proposal was therefore approved (by 33 votes to 6) and it was **agreed**:

1. That the formal Council Tax resolution as agreed by Cabinet 15

February 2023, as set out in Appendix 1 to these minutes, be approved.

2. That this Council's Band D equivalent Council Tax for the 2023/24 financial year of £219.74 together with parish precepts, as submitted in the report on Budget, be approved for each of the valuation bands as set out in Table A of Appendix 2 to these minutes.
3. That it be noted that for the year 2023/24 the major precepting authorities have stated the following amounts in precepts, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings in the Council's area, as shown in Table B of Appendix 2 of these minutes.
4. That having calculated the aggregate in each case of the amounts at 3.2 and 3.3 above, and in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, the following amounts are set as the Council Tax for the year 2023/24 for each part of its area and for each of the categories of dwellings, as shown in Table C of Appendix 2 to these minutes.

74 Notices of Motion

None.

75 Retirement of the Chief Executive

The Mayor and Leader of the Council made several comments about the outgoing Chief Executive, Garry Payne.

Garry Payne said a few words about his time working at Wyre. He gave thanks to councillors and staff and praised the positive culture of Wyre Council.

Appendix to Council Minutes - 9 March 2023

The meeting started at 7.00 pm and finished at 8.04 pm.

Date of Publication: 13 March 2023.

This page is intentionally left blank

CAB.35 Revenue Budget, Council Tax and Capital Estimates

The Resources Portfolio Holder and Corporate Director Resources (S.151 Officer) submitted a report asking Cabinet for confirmation of the Revenue Budget, Council Tax, Revised Capital Budget 2022/23 and Capital Programme 2023/24 onwards. Councillor Henderson expressed his thanks to Clare James and her team for an absolutely excellent job once again.

Decisions

Cabinet agreed

- 1.** That the following be approved and recommended to Council for their approval:-
 - a.** The Revised Revenue Budget for the year 2022/23 and the Revenue Budget for 2023/24.
 - b.** For the purpose of proposing an indicative Council Tax for 2024/25, 2025/26, 2026/27 and 2027/28 taking into account the Medium Term Financial Plan at Appendix 2 which reflects an increase of £5 in 2023/24 and 2.99% thereafter, any increase will remain within the principles determined by the Government as part of the legislation relating to Local Referendums allowing the veto of excessive Council Tax increases.
 - c.** Members' continuing commitment to the approach being taken regarding the efficiency savings, detailed within the council's 'Annual Efficiency Statement' at Appendix 1 of the report.
 - d.** Any increases in the base level of expenditure and further additional expenditure arising during 2023/24 should be financed from existing budgets or specified compensatory savings, in accordance with the Financial Regulations and Financial Procedure Rules.
 - e.** The use of all other Reserves and Balances as indicated in Appendices 4 and 5 of the report.
 - f.** The manpower estimates for 2023/24 in Appendix 4 of the report.

- g.** In accordance with the requirements of the Prudential Code for Capital Finance, those indicators included at Appendix 7 of the report.
 - h.** The Revised Capital Budget for 2022/23 and the Capital Programme for 2023/24 onwards in Appendix 8 of the report.
- 2.** That it be noted that, in accordance with the Council’s Scheme of Delegation, as agreed by Council at their meeting on 24 February 2005:
- a.** That the amount of 38,495.60 has been calculated as the 2023/24 Council Tax Base for the whole area [(Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the “Act”)]; and
 - b.** A Council Tax Base, for dwellings in those parts of its area to which a Parish precept relates, has been calculated as indicated below:

Barnacre-with-Bonds	1,124.37
Bleasdale	56.13
Cabus	620.87
Catterall	1,036.39
Claughton-on-Brock	433.78
Fleetwood	6,344.23
Forton	704.48
Garstang	1,883.41
Great Eccleston	781.08
Hambleton	1,082.57
Inskip-with-Sowerby	425.33
Kirkland	131.24
Myerscough and Bilsborrow	542.50
Nateby	203.40
Nether Wyresdale	330.87
Out Rawcliffe	262.65
Pilling	876.50
Preesall	1,891.90
Stalmine-with-Staynall	658.62
Upper Rawcliffe-with-Tarnacre	291.04
Winmarleigh	118.10

- 3.** The Council Tax requirement for the council’s own purposes for 2023/24 (excluding Parish precepts) is £8,459,023.

4. That the following amounts be calculated for the year 2023/24 in accordance with Sections 31 to 36 of the Act:-

a.	£87,932,596	Being the aggregate of the amounts which the council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
b.	£78,561,723	Being the aggregate of the amounts which the council estimates for the items set out in Section 31A(3) of the Act.
c.	£9,370,873	Being the amount by which the aggregate at 3.4(a) above exceeds the aggregate at 3.4(b) above, calculated by the council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
d.	£243.43	Being the amount at 3.4(c) above (Item R) all divided by Item T (3.2(a) above), calculated by the council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
e.	£911,850	Being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act and as detailed in Appendix 6.
f.	£219.74	Being the amount at 3.4(d) above less the result given by dividing the amount at 3.4(e) above by Item T (3.2(a) above), calculated by the council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates.

5. That the council's basic amount of Council Tax for 2023/24 was not considered excessive in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992.

Table A: Parish Precepts

Valuation Bands

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
	£	£	£	£	£	£	£	£
Barnacre-with-Bonds	151.2 4	176.4 5	201.6 5	226.8 6	277.2 7	327.6 8	378.10	453.7 2
Bleasdale	158.3 7	184.7 7	211.1 6	237.5 6	290.3 5	343.1 4	395.93	475.1 2
Cabus	156.6 9	182.8 1	208.9 2	235.0 4	287.2 7	339.5 0	391.73	470.0 8
Catterall	209.5 3	244.4 6	279.3 7	314.3 0	384.1 4	453.9 9	523.83	628.6 0
Claughton-on-Brock	178.7 6	208.5 6	238.3 5	268.1 5	327.7 4	387.3 3	446.91	536.3 0
Fleetwood	172.2 4	200.9 6	229.6 6	258.3 7	315.7 8	373.2 0	430.61	516.7 4
Forton	166.3 6	194.1 0	221.8 2	249.5 5	305.0 0	360.4 6	415.91	499.1 0
Garstang	186.9 1	218.0 7	249.2 1	280.3 7	342.6 7	404.9 8	467.28	560.7 4
Great Eccleston	184.9 0	215.7 2	246.5 3	277.3 5	338.9 8	400.6 1	462.25	554.7 0
Hambleton	171.1 2	199.6 5	228.1 6	256.6 9	313.7 3	370.7 7	427.81	513.3 8
Inskip-with-Sowerby	164.3 0	191.6 8	219.0 6	246.4 5	301.2 2	355.9 8	410.75	492.9 0
Kirkland	215.0 6	250.9 1	286.7 5	322.6 0	394.2 9	465.9 8	537.66	645.2 0
Myerscough and Bilsborrow	169.8 4	198.1 5	226.4 5	254.7 6	311.3 7	367.9 8	424.60	509.5 2
Nateby	162.2 9	189.3 4	216.3 9	243.4 4	297.5 4	351.6 3	405.73	486.8 8

Nether Wyresdale	196.8 6	229.6 8	262.4 8	295.3 0	360.9 2	426.5 4	492.16	590.6 0
Out Rawcliffe	164.2 6	191.6 4	219.0 1	246.3 9	301.1 4	355.8 9	410.65	492.7 8
Pilling	205.8 2	240.1 2	274.4 2	308.7 3	377.3 4	445.9 4	514.55	617.4 6
Preesall	181.0 9	211.2 8	241.4 5	271.6 4	332.0 0	392.3 7	452.73	543.2 8
Stalmine-with-Staynall	184.9 7	215.8 0	246.6 3	277.4 6	339.1 2	400.7 7	462.43	554.9 2
Upper Rawcliffe-with-Taranacre	163.6 7	190.9 5	218.2 3	245.5 1	300.0 7	354.6 2	409.18	491.0 2
Winmarleigh	184.5 1	215.2 7	246.0 1	276.7 7	338.2 7	399.7 8	461.28	553.5 4
All other area of the Borough	146.4 9	170.9 1	195.3 2	219.7 4	268.5 7	317.4 0	366.23	439.4 8

Table B: Precepts from major precepting authorities

Valuation Bands

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
	£	£	£	£	£	£	£	£
Lancashire County Council (LCC)	1049.8 1	1224.7 7	1399.7 4	1574.7 1	1924.6 5	2274.5 8	2624.5 2	3149.4 2
Police and Crime Commissioner for Lancashire	167.63	195.57	223.51	251.45	307.33	363.21	419.08	502.90
Lancashire Combined Fire Authority	54.85	63.99	73.13	82.27	100.55	118.83	137.12	164.54

Table C: Total tax payments for Wyre (including precept from parish councils and other precepting authorities)

Valuation Bands

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
	£	£	£	£	£	£	£	£
Barnacre-with-Bonds	1423. 53	1660. 78	1898. 03	2135. 29	2609. 80	3084. 30	3558. 82	4270. 58
Bleasdale	1430. 66	1669. 10	1907. 54	2145. 99	2622. 88	3099. 76	3576. 65	4291. 98
Cabus	1428. 98	1667. 14	1905. 30	2143. 47	2619. 80	3096. 12	3572. 45	4286. 94
Catterall	1481. 82	1728. 79	1975. 75	2222. 73	2716. 67	3210. 61	3704. 55	4445. 46
Cloughton-on-Brock	1451. 05	1692. 89	1934. 73	2176. 58	2660. 27	3143. 95	3627. 63	4353. 16
Fleetwood	1444. 53	1685. 29	1926. 04	2166. 80	2648. 31	3129. 82	3611. 33	4333. 60
Forton	1438. 65	1678. 43	1918. 20	2157. 98	2637. 53	3117. 08	3596. 63	4315. 96
Garstang	1459. 20	1702. 40	1945. 59	2188. 80	2675. 20	3161. 60	3648. 00	4377. 60
Great Eccleston	1457. 19	1700. 05	1942. 91	2185. 78	2671. 51	3157. 23	3642. 97	4371. 56
Hambleton	1443. 41	1683. 98	1924. 54	2165. 12	2646. 26	3127. 39	3608. 53	4330. 24
Inskip-with-Sowerby	1436. 59	1676. 01	1915. 44	2154. 88	2633. 75	3112. 60	3591. 47	4309. 76
Kirkland	1487. 35	1735. 24	1983. 13	2231. 03	2726. 82	3222. 60	3718. 38	4462. 06
Myerscough and Bilsborrow	1442. 13	1682. 48	1922. 83	2163. 19	2643. 90	3124. 60	3605. 32	4326. 38
Nateby	1434. 58	1673. 67	1912. 77	2151. 87	2630. 07	3108. 25	3586. 45	4303. 74
Nether Wyresdale	1469. 15	1714. 01	1958. 86	2203. 73	2693. 45	3183. 16	3672. 88	4407. 46

	1436.	1675.	1915.	2154.	2633.	3112.	3591.	4309.
Out Rawcliffe	55	97	39	82	67	51	37	64
	1478.	1724.	1970.	2217.	2709.	3202.	3695.	4434.
Pilling	11	45	80	16	87	56	27	32
	1453.	1695.	1937.	2180.	2664.	3148.	3633.	4360.
Preesall	38	61	83	07	53	99	45	14
	1457.	1700.	1943.	2185.	2671.	3157.	3643.	4371.
Stalmine	26	13	01	89	65	39	15	78
	1435.	1675.	1914.	2153.	2632.	3111.	3589.	4307.
Upper Rawcliffe-with-Tarnacre	96	28	61	94	60	24	90	88
	1456.	1699.	1942.	2185.	2670.	3156.	3642.	4370.
Winmarleigh	80	60	39	20	80	40	00	40
	1418.	1655.	1891.	2128.	2601.	3074.	3546.	4256.
All other areas of the Borough	78	24	70	17	10	02	95	34



Report of:	To:	Date
Councillor Michael Vincent, Leader of the Council	Council	20 April 2023

Executive Report: Leader of the Council

1. Purpose of report

1.1 To inform Council of progress on key objectives and the current position on a number of issues, as set out below.

2. Lancashire District Leaders and Lancashire Leaders

2.1 Since my last report to full Council Lancashire District Leaders and Lancashire Leaders meetings have taken place and matters discussed include the following:

2.2 Integrated Care Partnership (ICP): The ICP was required to develop an initial interim Integrated Care Strategy by the end of December 2022. The Partnership identified at its inaugural meeting a set of initial priorities which formed the basis of a consultation exercise in October (involving residents and stakeholders). Following further scoping through a number of professional leads the ICP further refined the core priorities at a workshop in December. From the initial priorities that were set out for early engagement, they have been shaped further. The partnership agreed the following priorities: Starting Well, Living Well, Working Well, Ageing Well and Dying Well.

2.3 Asylum Dispersal: Lancashire County Council (LCC) worked with our officers to complete the Asylum New Burdens Assessment and we anticipate a response to the funding implications of the assessment soon. LCC are beginning discussions with District Leads on how the cost of asylum dispersal can be monitored on an ongoing quarterly basis. We are still awaiting further information from the Regional Strategic Migration Partnership on the next steps of the Asylum Dispersal Consultation and Members will be updated as and when additional information is received. Lancashire County Council have proposed that a piece of work be undertaken to examine the benefits of a county wide strategy. While I shall withhold any opinion on this until we have had sight of such a proposal, I am broadly supportive of this.

2.4 Lancashire Leaders have commissioned work to establish what opportunities exist for Authorities to work closer across Lancashire. At this early stage information gathering has been limited to County, Unitary and District

Councils, within Lancashire. The information gathered indicates there are potential opportunities for greater working together. Based on the information provided to date it would seem there are common services for closer working including: Estates, Building Control, HR / Legal and Environmental Health / Regulatory Services. This is also something that we have been exploring directly with other districts in an attempt to build closer links with them when it is mutually beneficial for us to do so. Talks on new partnerships are in their infancy and I shall update full council when they have progressed further.

2.5 Lancashire 2050 (L2050): Work continues on developing in greater detail the eight Themes in L2050 and I will be part of the Leadership Group for the Climate and Environment Theme and our Chief Executive, Rebecca Huddleston, will be supporting Leaders who are leading on the Economic Prosperity Theme.

2.6 The Climate Change group has now met and the work undertaken by the officers is broadly supported by the members with some suggestions for improvements having been made. We have also discussed how we can work more closely together with the County Council and other districts to reduce our carbon emissions by working together.

3. Blackpool, Fylde and Wyre Economic Prosperity Board

3.1 The meeting of the Blackpool, Fylde and Wyre Economic Prosperity Board was held on 2 March 2023 and Cllr Henderson attended on my behalf.

3.2 The Economic Prosperity Board agreed that relevant officers from the Fylde Coast Local Authorities progress a number of carbon emission reduction projects which include: Solar Car Park Canopies, Roof Mounted Solar and Climate Adaptation and Nature-Positive Development.

3.3 Finalisation of the Hillhouse Enterprise Zone (EZ) delivery plan has been held in abeyance pending the findings of interested parties in developing large areas of the EZ and a decision by Government on the Rail Reinstatement Project for the Poulton to Fleetwood line, which is presently subject of further studies being led by Network Rail. Network Rail will be submitting the Strategic Outline Business Case (SOBC) to the Department for Transport for the re-opening of the Fleetwood/Poulton rail line. This SOBC is expected to show that a Tram/Train option is the most impactful in terms of Benefit/Cost analysis but all options remain open for consideration. However, this would only become a preferred option if the relevant Minister approves the project to progress to the next stage. I will update Members when we receive the SOBC and a ministerial decision.

4. Comments and Questions

4.1 In accordance with procedure rule 11.3 any member of Council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with Procedure Rule 11.5.



Report of:	To:	Date
Councillor David Henderson, Resources Portfolio Holder	Council	20 April 2023

Executive Report: Resources Portfolio Holder

1. Purpose of report

1.1 To inform Council of progress on key objectives and the current position on issues within the Resources Portfolio, as set out below.

2. Finance

2.1 Members should now have received their council tax bills for the 2023/24 financial year reflecting this Council's decision to increase its element of the bill by just £5 on a Band D equivalent property to £219.74 or just 60p per day.

2.2 Whilst the total band D council tax (excluding parish precepts) is now £2,128.17, I wish to remind members that the Wyre element is just over 10% of the charge with the costs of Lancashire County Council (74%), the Police and Crime Commissioner (12%) and the Fire Authority (4%) all contributing to the final bill that drops through our residents' letterboxes.

2.3 2023/24 sees a one year settlement deal for the fifth year running and our forecasts contain a higher level of uncertainty than previously experienced as a result. Our most recent financial projections in the Medium Term Financial Plan (MTFP) indicate a gap between expenditure and income of £3.7m in 2027/28.

2.4 This year, we expect consultation on the future of New Homes Bonus and we anticipate that more detail will be available in late summer with the next round of settlement figures available in December. Realistically this will be when we know the impact on Wyre in sufficient detail to be able to accurately update the MTFP. A briefing will be provided to Members later in the year to accompany the MTFP report in October.

3. Governance and Business Support

- 3.1** Unions have rejected the National Employers offer of a £1,925 increase on NJC pay spines 2-43 and a 3.88% increase on those on spinal point 44 and above but below Chief Officer grades. This offer would achieve a 9.42% increase for our lowest paid staff with everyone receiving a minimum of 3.88%. Unions will now be balloting for industrial action which means it is unlikely that any agreement will be made within the first half of 2023.
- 3.2** The annual gender pay gap has been completed for the financial year ending 31 March 2022 and submitted to gov.uk. The council reported a mean pay gap of 0.1% and median pay gap of 0% which is a very positive result for Wyre. This means that females are paid largely the same as males, in addition there is an even distribution of males and females in each salary quartile.
- 3.3** Work is continuing at pace in preparation for the May Elections. A major change is the new requirement for electors to provide photo ID when voting in person at polling stations. This does not apply to postal voters yet. Acceptable forms of ID include a passport, driving licence, blue badges and bus passes. Electors without qualifying photo ID can apply for a Voter Authority Certificate. Information regarding the changes is being publicised widely including on the council website, and in council communications including Wyre Voice and an additional signature Footer in public emails. Enquiries from electors received so far are evidence that the messages are filtering through. Extra training will be provided to Polling station staff and inspectors regarding the new requirements. From October 2023 Voter ID requirements will also apply to any General Election.
- 3.4** On Sunday 23 April there will be a national test of the UK Emergency Alerts service. This is a new UK government service that will warn you if there's a life-threatening emergency nearby, for example, severe flooding or a fire. Mobile phones / tablets will make a loud siren-like sound, vibrate and may even read out the alert. The alert will include a phone number and/or a link to the gov.uk website for more information. You can opt out of emergency alerts, but it is recommend that you keep them switched on for your own safety.

4. Contact Centre

- 4.1** Following a successful request to Lancashire County Council (LCC) for additional Household Support funding (HSF), the third tranche of the funding was increased from £430,000 to £573,000. The funding was allocated largely to various cohorts of Wyre council tax payers identified as needing additional financial support to meet the increased costs of living. The recipients of the payments included single parents and families receiving Localised Council Tax Support (LCTS), those with household members suffering from physical disability or from Severe Mental Impairment, and single household adults aged under 25 who haven't previously received any additional support from the HSF. Funding was also provided to some of the tenants living in homes in multiple occupation as they are not liable to pay council tax and

therefore did not qualify for council tax energy rebate payments or previous HSF payments.

- 4.2** During the third round of HSF funding over 6,500 payments of between £50 and £200 were made in the form of supermarket vouchers. In addition, payments were made to three food banks totalling £41,000, with a further £10,000 being contributed to a domestic violence charity to help it meet its increased energy and food costs and £13,831 to the YMCA to help fund its warm hubs scheme.
- 4.3** In total, during the three rounds of HSF funding to date, the council has made over 15,500 payments, with a total value of around £1.2m.
- 4.4** A fourth HSF scheme is due to commence shortly and will run until 31 March 2024, or until the funding is exhausted. At the time of writing we have not been advised as to how much funding we will be allocated. The intention is to use some of the funding to provide additional support to those families whose household incomes are above the levels that allow them to claim social benefits, but are still struggling with the increased costs of living.
- 4.5** The council were provided with £138,017 in Discretionary Housing Payment (DHP) funding by the Government in 2022/23. The funding is to help people claiming housing costs through Housing Benefit or Universal Credit with any additional costs they may face in the form of things like the removal costs when downsizing to a more suitable, property for their households needs, or for meeting bond or rent in advance requirements. The funding for 2022/23 has been fully allocated to 214 successful applicants from a total of 461 applications received.
- 4.6** Council tax (52,133) and business rate (4,067) bills for 2023/24 were sent out in March to Wyre households and businesses. Following the removal of the requirement for working-age LCTS claimants to pay a minimum of 8.5% of their council tax bills, over 5,000 working-age households on the lowest incomes saw a reduction in the amount of council tax they have to pay for 2023/24.
- 4.7** In addition, the 2023/24 council tax bills of LCTS claimants who were claiming LCTS on 1 April 2023 and aren't in receipt of maximum LCTS, so still have a bill to pay, have been further reduced by up to £25 via the Council Tax Support Fund announced by the Government on 23 December 2022. In accordance with the terms of the scheme, any LCTS claimant's council tax bill for over that amount was reduced by the full £25 and any bills for less than £25 were reduced by the amount outstanding.
- 4.8** As a result of the removal of the minimum 8.5% council tax payment from LCTS claimants and the additional reduction of up to £25 via the Council Tax Support Fund, 1,464 working-age LCTS claimants have received a "zero to pay" council tax bill for 2023/24.

5. Comments and questions

- 5.1** In accordance with procedure rule 11.3 any member of Council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with Procedure Rule 11.5.



Report of:	To:	Date
Councillor Simon Bridge, Street Scene, Parks and Open Spaces Portfolio Holder	Council	20 April 2023

Executive Report: Street Scene, Parks and Open Spaces Portfolio Holder

1. Purpose of report

- 1.1 To inform council of progress on key objectives and the current position on issues within the Street Scene, Parks and Open Spaces Portfolio as set out below.

2. Parks and Open Spaces

- 2.1 Wyre Council committed to planting 25,000 trees by 2025 as part of our pledge to tackle climate change and I am pleased to be able to confirm that over 13,000 trees have already been planted along with the creation of new woodlands and hedgerows. Further planting will be undertaken this winter.
- 2.2 As part of this work staff and volunteers took part in the successful restocking of Littlewood, Fleetwood, with a native tree species mix. The 1840's OS map for the area shows Littlewood as a small rural wood outside of the expanding coastal town which had been absorbed through urbanisation. The work was done in collaboration with Trees for Cities, a UK charity working with local communities to help improve the environment through suitable tree planting in built-up spaces.
- 2.3 The Parks Development team has been joined by an Activity Development Officer to co-ordinate the final phase of the Mount's National Lottery Heritage Fund Activity Plan. They will work alongside the resident artist, scientist and gardeners for the remainder of 2023, to deliver interactive learning activities throughout the year and engage with the community to develop greater understanding around the history and significance of the Mount and its importance in the context of Fleetwood's heritage townscape.
- 2.4 Wyre Council volunteers, supported by the coast and countryside team, have undertaken winter woodland management at several sites including Wyre Estuary Country Park and Pilling Lane Ends, coppicing trees to encourage new growth and allow light into woodlands to encourage wildflowers. They have also been working with Wyre Rivers

Trust to plant trees on farmland around the Wyre Catchment as part of the natural flood management programme.

- 2.5** A special event was held at Rossall Point Tower in March to celebrate the achievements of local volunteers who attended weekly Nature and Wellbeing Sessions coordinated by “The Bay – Blueprint for Recovery” team at Rossall Point, Wyre Estuary Country Park and Towers Community Woodland.
- 2.6** The Chief Executive of Lancashire Wildlife Trust presented John Muir Awards certificates to the proud participants. During their time with the programme participants removed beach litter, planted trees, carried out scrub and invasive species removal, created wildlife habitats, made bird feeders and collected shark egg cases which were, identified and submitted to the Shark Trust’s citizen science monitoring. The participants also benefitted from new friendships, developed their self-confidence and their love of nature.

3. Waste and Recycling

- 3.1** The Council’s Environmental Enforcement Officers have issued a range of warnings and sanctions in the first three months of 2023 for littering, other waste issues and dog related cautions. A total of six fly tipping offences have been successfully investigated, resulting in the issuing of £400 fixed penalty notices per incident (five FPNs in Pharos Ward and one in Mount Ward).
- 3.2** Five of the offenders were found to be residents fly tipping waste items in alleyways; in the other incident a landlord was fined for fly tipping and charged with £500 clearance costs.
- 3.3** Our Enforcement Officers are working with colleagues from neighbouring authorities to gather evidence to enable us to prosecute waste carriers who fly tip waste across the Fylde coast. I will keep members updated on progress regarding this matter.

4. Public Conveniences

- 4.1** I am pleased to be able to advise members that renovations of our public conveniences are ongoing as part of a rolling improvement plan, including painting, new signage and coin boxes, installation of waterless urinals and LED lighting.

5. Comments and questions

- 5.1** In accordance with procedure rule 11.3 any member of council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with procedure rule 11.5.



Report of:	To:	Date
Councillor Alice Collinson Planning Policy and Economic Development Portfolio Holder	Council	20 April 2023

Executive Report: Planning Policy and Economic Development Portfolio Holder

1. Purpose of report

- 1.1** To inform Council of progress on key objectives and the current position on issues within the Planning Policy and Economic Development Portfolio, as set out below.

2. UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF)

- 2.1** On 1 February, the council received its UKSPF allocation for the 22/23 financial year. Year one project work has commenced, and the plans for year two are in progress. A call for expressions of interest for Arts and Culture themed events and festivals closed on 28 February. The shortlisted applicants were invited to complete full project plans by 31 March, and these are being assessed by the UKSPF Programme Board.
- 2.2** Appendix A contains an overview of UKSPF Wyre projects. Projects marked as year one are secured, year two and three are indicative allocations and are subject to change.
- 2.3** Plans are in progress to deliver Wyre's two year REPF programme of capital interventions, pending UK Government sign off. We expect to be in position to start delivery from May 2023.

3. Fleetwood Heritage Action Zone

- 3.1** Since the last update four key projects, with grants totalling £290,000, are in progress or nearing completion. Grant funded works at Fleetwood Market are also in progress with a total grant of £378,000 for 2022/23 and £70,543 for 2023/24. The Heritage Action Zone project is due to finish next financial year with all funding fully allocated/spent.

4. Wyred Up

- 4.1** Wyred Up membership has increased in numbers every month since the relaunch. The recent campaign theme focussed on digital skills with an event held on 18 January at the Civic Centre. Speakers covered topics such as carbon and cost reduction for IT solutions and work-life balance. Kerry Harrison, Digital Skills Coordinator and leader of the Lancashire Digital Skills Partnership spoke about digital opportunities for SMEs in Lancashire and the council's Procurement Officer also explained how companies can work with the council. There were 24 attendees in total and for the first time the speakers were filmed and the footage made available to all 680+ Wyred Up members.
- 4.2** The next campaign theme launches in March focusing on the Visitor Economy and will feature an event on 27 April at the Flowerbowl Entertainment Centre. Key speakers will be Rachel McQueen, CEO of Marketing Lancashire, Emma Lyons, Communications and Visitor Economy Manager at Wyre Council, and the owners of Orchard Glamping who recently won on the Channel 4 programme, 'Four in a Bed'.

5. Green Infrastructure Strategy

- 5.1** To support the emerging Local Plan Full Review, a new up to date evidence base is required. Consultants Knight, Kavanagh and Page were commissioned to prepare a new Green Infrastructure Strategy. To support the study, a public open space survey took place for six weeks and closed on Friday 17 March. The consultation aims to seek the communities' views on different types of green spaces across the borough, to assess the quality and understand how it can be improved. The outcome of the consultation will allow the Green Infrastructure Strategy to identify opportunities for improvement and investment.

6. Comments and questions

- 6.1** In accordance with procedure rule 11.3 any member of Council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with Procedure Rule 11.5.

Wyre Theme/s	UKSPF intervention number	Wyre proposed scheme by Government UKSPF Intervention (starting year)	UKSPF Indicative amounts*
Town Centre Improvements	E01 and E05	<p>Improvements to town centres & high streets. This will include interventions in line with the three town centre’s regeneration framework documents, and Wyre Council’s Business plan for town centre recovery and development.</p> <ul style="list-style-type: none"> • Cleveleys town centre transport study (year 1) and public realm works (year 3) • Garstang town centre study (year 1) and public realm works (year 3) • Fleetwood Market improvements (year 1) • CCTV upgrade ‘design out crime’ (year 2) 	£1,354,000
Wyre Gives back	E03	<p>Creation of local green space</p> <ul style="list-style-type: none"> • Cottam Hall Community Garden development with Poulton In Bloom, Poulton-le-Fylde (year 1) 	£12,000
	E04	<p>Enhanced support for existing cultural, historic & heritage institutions offer</p> <ul style="list-style-type: none"> • Expanding support for existing heritage institutions programme and heritage action zone programme with Fleetwood Museum (year 2) and Fleetwood Civic Society (year 1) 	£50,000
(Wyre Backs Business)	E09 (E35)	<p>Impactful volunteering and/or social action projects to develop social and human capital. The aim is to support delivery of:</p> <ul style="list-style-type: none"> • A programme to deliver the ‘Raising Aspirations’ project across Wyre primary schools. Which is designed to build resilience, positive self-beliefs and opens the child up towards future careers (year 2) • To explore an initiative that will seek to engage the economically inactive and provide skills development (year 3) • Development of a carer’s group in the greater Garstang area (year 2) 	£127,600



Wyre Theme/s	<u>UKSPF intervention number</u>	Wyre proposed scheme by Government UKSPF Intervention (starting year)	UKSPF Indicative amounts*
	E11	<p>Capacity building & infrastructure support to local civil society. The schemes will increase the capacity of the voluntary, community and faith sector and support them to thrive and deliver within the communities of Wyre.</p> <ul style="list-style-type: none"> • Together We Make a Difference project – provision of advice, awareness and skills building e.g. bid writing, governance support, community networking, along with infrastructure support (year 2) • Infrastructure redevelopment support for the community facility at the former Fleetwood Hospital (year 3) 	£375,000
Wyre Moving More	E10, E14	<p>Local sports facilities, tournaments, teams & leagues to bring people together. Projects will seek to develop the Moving More objectives through development of community and sports facilities with the aim of supporting residents to become more active. Projects will include:</p> <ul style="list-style-type: none"> • Cottam Hall Playing Fields master planning (year 2) and renovation of the pavilion (year 3) • Repurposing of the skate park at Thornton YMCA (year 3) • A community sports facility project in Garstang is also being considered (year 2/3) • Fleetwood Waterfront plan/feasibility study. 	£1,040,000
Arts and Culture	E06	<p>Local arts, cultural, heritage & creative activities. To comprise of a package of community led arts activities and events across the economic centres of:</p> <ul style="list-style-type: none"> • Cleveleys • Garstang • Poulton includes Over Wyre • Fleetwood 	£240,000



Wyre Theme/s	UKSPF intervention number	Wyre proposed scheme by Government UKSPF Intervention (starting year)	UKSPF Indicative amounts*
Discover Wyre	E08, E17	<p>Campaigns to encourage visits and exploration of the local area.</p> <ul style="list-style-type: none"> The initiative will develop the 'Discover Wyre' offer through working with Marketing Lancashire (Lancashire County Council) (year 2) The development of a tourism product to support the increase of visitor numbers, in particular overnight stays and awareness and uniqueness of local places, attractions and hospitality (year 2) 	£28,000
Wyre Backs Business	E23	<p>Strengthening local entrepreneurial ecosystems. Wyre plans to support the delivery and development of</p> <ul style="list-style-type: none"> The Wyred Up network (year 1) A rural business grant programme in support of the REPF capital programme (year 2) A programme supporting new start-ups, innovation and growth. Working with local businesses and entrepreneurs, the project will also connect them with expertise in research and education. It is anticipated this will be delivered through Lancashire County Council (Boost) as an opt-in with other Lancashire districts (year 2) 	£215,000
Wyre Net Zero	E29	<p>Supporting decarbonisation & improving natural environment. We are exploring potential projects that</p> <ul style="list-style-type: none"> Assist local businesses in developing decarbonisation plans/projects and reducing their carbon footprint (year 2) Support community energy building projects (year 2) 	£95,000
<p>Total UKSPF allocation Includes a 4.65% allowance for administration and staffing, contingency/inflation for future projects, and a £20,000 allocation for preparation and submission of the investment plan.</p>			£3,949,132

* Please note: proposed schemes and amounts are indicative and may be subject to change throughout the programme in accordance with UKSPF requirements and updates.

This page is intentionally left blank



Report of:	To:	Date
Councillor Roger Berry, Neighbourhood Services and Community Safety Portfolio Holder	Council	20 April 2023

Executive Report: Neighbourhood Services and Community Safety Portfolio Holder

1. Purpose of report

- 1.1 To inform council of progress on key objectives and the current position on issues within the Neighbourhood Services and Community Safety Portfolio as set out below.

2. Community Safety

- 2.1 During the pandemic we experienced an increase in neighbour disputes which, whilst having an impact on residents’ well-being, also had a significant impact on services. Last year we procured the services of ADR mediation utilising external funding to assist in the most difficult neighbourhood disputes facing both our neighbourhood policing team and the Council.
- 2.2 I can advise members that further funding to maintain provision of this service in 2023/24 has been secured and I am pleased to report that the demand for other services relating to this type of dispute has declined which demonstrates the value this work has in helping to defuse tensions.

3. Housing

3.1 Additional Affordable Warmth Funding

Lancashire County Council invited the authority to bid for additional affordable warmth funding and I am pleased to advise members that we have been awarded £43,950 on top of the £87,901 already awarded in 2022/23.

- 3.2 The additional funding can be spent up to 31 March 2024 and will be used by Wyre Care and Repair to support the delivery of additional affordable warmth interventions in the homes of vulnerable residents.

3.3 Home Upgrade Grant (HUG2) Funding Success

Cosy Homes in Lancashire (CHiL), an initiative which represents 14 of the county’s Local Authorities, has secured a £41m funding pot to help residents make their homes more energy efficient. The two-year

scheme, entitled Home Upgrade Grant Phase 2 (HUG2), commences 1 April 2023 and is to benefit low-income household residents in properties without gas central heating with an Energy Performance Certificate (EPC) rating of D to G.

3.4 The HUG grants are available to help support the installation of insulation and renewable heating technologies, such as air source heat pumps or solar thermal. Grants are based on averages but the average grant is expected to be around £18,800. The grants will help eligible Wyre residents to improve the warmth and comfort of their homes whilst also reducing energy bills and carbon emissions. Further information and details of how residents can apply are available at <https://www.chil.uk.com/>

3.5 Funding to support victims of Domestic Abuse
The Department for Levelling Up, Housing and Communities (DLUHC) has awarded the authority £33,004 of funding to provide accommodation-based support for victims of domestic abuse and their children in 2023/24.

3.6 The funding can be used to support interventions such as counselling, financial advice, help rehousing and access to a range of specialist support services including therapy for children. We will be working with local domestic abuse charities and service providers to see how best the funding can be spent in the Borough. It will undoubtedly make a big difference to victim's lives in helping them to get the help and support they need.

4. Wyre Beach Management Scheme

4.1 Work had commenced on Phase 1 of the scheme in February with completion due at the beginning of 1 August 2023.

4.2 Phase 2 is due to commence in August with completion in September 2026. This work is dependent on the approval of the planning application and granting of the Marine Licence.

4.3 An application to the Environment Agency Large Project Revue Group assurance has been made requesting additional inflationary driven costs above the approved Outline Business Case produced in December 2019 (approved in Feb 2020).

5 Climate Change Initiatives

5.1 Wyre Natural Flood Management Scheme

The scheme aims to deliver interventions including leaky dams, earth bunds peat restoration banked hedges and flood plain reconnection to reduce the risk to downstream Wyre households including Garstang, Churchtown and St Michaels. Despite inclement weather in the run up to Christmas above target delivery for the quarter has been achieved. Key outcomes include; securing permits for the majority of leaky barriers and engagement with prospective landowners/land managers. The works are due to be completed by March 2025.

5.2 Electric Vehicle Chargers

Electric vehicle chargers have been installed in council owned car parks at Fleetwood, Cleveleys, Thornton, Poulton, Knott End and Garstang providing additional coverage throughout the borough. The final electrical connections are due to be completed imminently.

5.3 Our Future Coast

A climate change on the north west coast conference took place on 29-30 March at which the Our Future Coast (OFC) project was highlighted and a soft launch took place. The conference included site visits to several of the OFC sites and included key topics including: Climate Challenges on the Coast, Working with Data, Inspiration and the Future, Communities and changing mind-sets and Resourcing the Future. Experts from around the country provided examples of how positive action has been taken to address the climate change challenge.

6. Comments and questions

- 6.1** In accordance with procedure rule 11.3 any member of council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with procedure rule 11.5.

This page is intentionally left blank



Report of:	To:	Date
Councillor Lynne Bowen, Leisure, Health and Community Engagement Portfolio Holder	Council	20 April 2023

Executive Report: Leisure, Health and Community Engagement Portfolio Holder
--

1. Purpose of report

- 1.1 To inform Council of progress on key objectives and the current position on issues within the Leisure, Health and Community Engagement Portfolio, as set out below.

2. Environmental Health

- 2.1 The EU (Revocation and Reform) Bill is set to be a defining moment for food safety legislation, Health and Safety legislation and Environment legislation and may significantly impact on the work undertaken by the team. Both the Food Standard Agency and the Chartered Institute of Environmental Health have raised some concerns, which will be given careful consideration during the passage of the Bill through parliament and I will update members regarding any changes at future meetings.
- 2.2 Food Safety legislation helps ensure that the standard of food hygiene within food businesses is sufficiently high to protect public health and the team encourage businesses to adopt hygienic practices and as a last resort taking enforcement action where appropriate. Health and Safety legislation helps ensure that employers properly risk assess work hazards and take suitable steps to control them and the enforcement of this legislation is split between the HSE and Environmental Health teams and is currently enforced reactively. Environmental legislation ensures the environment is protected from pollution, and the enforcement of this legislation is split in the main between the Environment Agency and Environmental Health teams.

3. Tourism and Events

- 3.1 Our tourist information point is taking shape at Garstang Library with a range of leaflets now available for visitors. We hope to have the digital screen up and running shortly. The space is already being used by visitors and we are looking forward to developing further printed materials to showcase what Wyre has to offer.

- 3.2** We have launched our new online event booking system and are supporting events across the council in offering an easy solution for ticket sales. So far the visitor economy, the coast and countryside and the economic development teams have used the system which is proving popular with customers.
- 3.3** We have launched our new event, Wyre's Coronation Celebrations which will be held on Monday 8 May. This will take place across Garstang and will include a two mile mass participation walk, free outdoor family theatre, live music and entertainment and also Wyre's Big Help Out – a showcase of volunteering opportunities in the local area. We want to encourage as many people as possible to come together to celebrate the coronation of His Majesty The King and Her Majesty The Queen Consort.
- 3.4** Plans are currently being put in place for a community event in Marine Gardens on Saturday 6 May to celebrate The Coronation of King Charles III. The event will include a screen which will show the Coronation as it happens. The event is being organised and funded by Fleetwood Town Council with support from the Theatres team.
- 3.5** We have written a proposal for Disney, for the promotion of the Star Wars filming that took place in Wyre. We are awaiting their approval on our plan and we look forward to encouraging more visitors to the place where this was filmed along our coastline in Cleveleys.
- 3.6** We have attended two tourism trade shows recently in Blackpool and Birmingham, and produced a We are Wyre leaflet to highlight what is on offer for visitors and group travel organisers. We attended the shows with Fylde and Blackpool Councils and look forward to working together to promote the Fylde Coast.

4. Countryside

- 4.1** Wyre Council, Wyre Rivers Trust, a Local Farmer and the Lancashire and Westmorland Hedge-laying Association hosted a Hedge-laying Competition and skills training workshop on a local farm. The competition helped to promote the value of hedgerow management (great for carbon sequestration as they are mature trees) and how to sustain them for the future using the traditional craft of hedge-laying.
- 4.2** Bookings for the 2023 Garstang Walking Festival went live in February, making use of the new on-line ticket booking system www.wyre.gov.uk/walkingfestival. The Garstang Walking Festival which takes place in early May is aimed at promoting Garstang and Wyre to visitors who enjoy exploring the great outdoors on foot. It is coordinated by the Friends of Garstang Walking Festival and supported by the Council.
- 4.3** A new addition for 2023 are the "Talk to us on Tuesdays" weekly drop-in sessions at Garstang Library. Customers can meet walk leaders and Wyre volunteers and staff to assist with enquires about the Walking Festival and other Great Outdoor walks and activities. Support will also

be offered for customers new to on-line bookings in a welcoming environment.

5. Health and Community Engagement

- 5.1 Integrated Care Strategy** - The Lancashire and South Cumbria Integrated Care Partnership (ICP) has developed a new integrated care strategy to address the broad health and social care needs of the population within the area, including issues such as employment, environment and housing, all of which have an impact on our health and wellbeing. Five priorities for Lancashire and South Cumbria are proposed. The proposed priorities are: Starting Well, Living Well, Working Well, Ageing Well and Dying Well. The strategy has been out for community consultation. The authority submitted a response to the consultation that included recommending an increased emphasis on the prevention of ill health via District Council interventions including across housing to support older residents to maintain independence and the use of leisure centres and other indoor/outdoor environments to address inactivity and getting residents moving more. Consultation closed on 24 March 2023.
- 5.2 Wyre and Fylde Lancashire Place Based Partnership Workshop** - A new place-based partnership has been created to support the integration of health and social care over the Lancashire County Council and the 12 district council areas. The intention is to strengthen collaborative working and integration for the benefit of the public and communities in order to tackle avoidable health issues and inequalities plus enabling independence in the community. In order to take this work forward, we hosted an engagement event here at the Civic Centre for Wyre and Fylde on 1 February. Representatives from across health, social care and community were well represented and Louise Taylor (the new Lancashire Director of Health and Care Integration) shared an update on progress made on developing the new arrangements and thinking to date. In particular the event explored what we should prioritise to do together at the various geographic levels. A number of our services were used as case studies highlighting positive preventative work underway supporting the prevention of ill health.
- 5.3 NHS Cost of Living Grants** - We were asked in late 2022 by NHS Lancashire and South Cumbria to co-ordinate an application process and distribute up to £95,000 worth of NHS cost of living funding to local community groups. We rose to the challenge and opened a fund to applicants in early January. Demand was high for the funding. A panel met weekly to agree successful bids and the funding has been successfully administered. Thirteen local groups have been awarded funding including Fleetwood Community Hospital, Harmony and Health, Inspired Minds and Roots to Branches. The NHS were very pleased in the effectiveness of the award process and with them we are now looking forward to hearing about the positive impact that this funding has had within our communities.

- 5.4 Bike Maintenance Workshops and Bike Recycling** - Following a successful application to Cycling UK we have been awarded £2,500 to enable us to develop bike maintenance repair workshops. Volunteers are booked onto advanced bike maintenance training workshops in April and from May these volunteers will be running bike repair drop in sessions at Memorial Park, Fleetwood. A stock of bikes to work on have been secured with Cycling UK and Bikes for Heroes and these will be used to encourage those new, or returning to cycling, to get back on a bike to improve their health and wellbeing.
- 5.5 Arts and Health** - Just Reminiscing sessions were held at Cleveleys Library, at the Healthier Fleetwood Affinity unit and at Marine Hall as part of the combatting loneliness and heritage events. These sessions/events were well attended and provided some good engagement conversations spreading the word of our health and wellbeing offer. Art Buffet sessions at Market House Studios have been fully attended and everyone is really enjoying the wide variety of arts on offer at the site. Creative Wellbeing sessions have recently started at Cleveleys Community Centre, the first time such sessions have been held there and they are working out really well with participants forming new friendships and engaging in wonderful creativity for wellbeing and relaxation.
- 5.6 Community Engagement** - four successful community engagement winter roadshows were held at various locations across Wyre. Led by our Community Engagement Team, partners from social care, mental health and NHS wellbeing teams attended the sessions and engaged with the public with us. To help plug a gap highlighted at the sessions the Community Engagement Team will be supporting a new volunteer befriending service to work alongside NHS social prescribers. Our team will help recruit volunteers through the normal council volunteer recruitment process so that that they are an additional resource for NHS social prescribers to support residents who are isolated across the borough.
- 5.7 Holiday Activity Fund (HAF)** - we have provided the popular HAF programme again in Wyre this Easter for children and young people who are on free school meals or those that are children that are classed as vulnerable. We work closely with seven local providers at venues across Wyre to provide a wide variety of activities, including for the first time a pixel craft camp which enabled children to try coding. Other activities available at the clubs include swimming, dodgeball, tenpin bowling, kayaking, arts and crafts and much more. In total there were 18 clubs/offers over eight days of the Easter holidays. We have had over 1,500 bookings and the children have really enjoyed the activities and the nutritious meal that was also provided as part of this free club offer.

6. Marine Hall and Thornton Little Theatre

- 6.1** 30,000 copies of the new 'What's On' brochure for Wyre Theatres have gone out for distribution over the last month. Ticket sales continue to increase with many shows completely selling out at both Theatres. Recent sold out shows organised and promoted by the team include the 'Jive Talkin' Bee Gees Tribute show at Marine Hall and 'A Celebration of Simon and Garfunkel' at Thornton Little Theatre. Further details about

events at our Theatres can be found at www.wyretheatres.co.uk and on our Facebook, Twitter and Instagram pages.

- 6.2** We have had some interest from several TV programmes which will be filmed at Marine Hall over the next few months including Dickinson's Real Deal. These will be promoted as soon as details are finalised and the necessary permissions have been given.

7. Comments and questions

- 7.1** In accordance with procedure rule 11.3 any member of Council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with Procedure Rule 11.5.

This page is intentionally left blank



Report of:	Meeting	Date
Councillor David Henderson, Resources Portfolio Holder and Clare James, Corporate Director Resources	Council	20 April 2023

Treasury Management Policy and Annual Investment Strategy, Minimum Revenue Provision Policy Statement and Capital Strategy 2023/24

1. Purpose of report

1.1 Confirmation of the Treasury Management Policy and Annual Investment Strategy, Minimum Revenue Provision (MRP) Policy Statement and Capital Strategy 2023/24.

2. Outcomes

2.1 A Treasury Management Policy and Annual Investment Strategy, Minimum Revenue Provision (MRP) Policy Statement and Capital Strategy 2023/24.

3. Recommendation

3.1 To approve the Treasury Management Policy and Annual Investment Strategy, MRP Policy Statement and Capital Strategy for 2023/24 as considered by Cabinet at their meeting 22 March 2023.

4. Background

4.1 A review of the Treasury Management Policy Statement, Treasury Management Practices, Strategy, MRP Policy Statement and Capital Strategy is undertaken each year and reported to Cabinet in March.

4.2 However in order to comply with the CIPFA Code of Practice for Treasury Management, the full Council is formally required to approve the Treasury Management Policy and Annual Investment Strategy, the MRP Policy Statement and the Capital Strategy for the forthcoming financial year.

5. Key issues and proposals

- 5.1 The Treasury Management Policy Statement and Annual Investment Strategy, MRP Policy Statement and Capital Strategy are attached in Appendices 1 to 4.

Financial and legal implications	
Finance	The financial implications arising from the adoption of the Treasury Management and Annual Investment Strategy, the MRP Policy Statement and the Capital Strategy have been reflected in the Revenue Estimates which were agreed by Cabinet at their meeting 15 February 2023.
Legal	The approval of the recommendation will ensure that the Prudential Code and the CIPFA Code of Practice on Treasury Management have been complied with.

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	x
ICT	x
data protection	x

Processing Personal Data

In addition to considering data protection along with the other risks/ implications, the report author will need to decide if a 'privacy impact assessment (PIA)' is also required. If the decision(s) recommended in this report will result in the collection and processing of personal data for the first time (i.e. purchase of a new system, a new working arrangement with a third party) a PIA will need to have been completed and signed off by Data Protection Officer before the decision is taken in compliance with the Data Protection Act 2018.

Report author	Telephone no.	Email	Date
Ben Ralphs	01253 887309	ben.ralphs@wyre.gov.uk	17/03/2023

List of background papers:		
name of document	date	where available for inspection
None		

List of appendices

Appendix 1 - Treasury Management Policy Statement 2023/24

Appendix 2 - Treasury Management Strategy and Annual Investment Strategy 2023/24

Appendix 3 - Minimum Revenue Provision Policy Statement 2023/24

Appendix 4 - Capital Strategy 2023/24

This page is intentionally left blank

TREASURY MANAGEMENT POLICY STATEMENT 2023/24

Wyre Council defines its Treasury management activities as follows:

1. The management of the authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
2. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
3. The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

Clauses to be formally adopted

4. The council will create and maintain, as the cornerstones for effective treasury management:
 - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities, and;
 - Suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The contents of the policy statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of this organisation. Such amendments will not result in the organisation materially deviating from the Code's key principles.

5. The Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs. The council's prudential indicators will also be reported on a quarterly basis via Cabinet of council reports.

6. The Council delegates responsibility for the implementation and regular monitoring of its treasury management practices to Cabinet, and for the execution and administration of treasury management decisions to the Corporate Director of Resources, who will act in accordance with the organisation's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.
7. The Council nominates the Overview and Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies (including the Capital Strategy).

Appendix 2

TREASURY MANAGEMENT STRATEGY AND ANNUAL INVESTMENT STRATEGY 2023/24

1. Introduction

1.1 Background

The council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the council's capital plans. These capital plans provide a guide to the borrowing need of the council, essentially the longer-term cash flow planning, to ensure that the council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet council risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

“The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

This authority has not engaged in any commercial investments and has no non-treasury investments.

1.2 Reporting requirements

1.2.1 Capital Strategy

The 2021 CIPFA Prudential and Treasury Management Codes require all local authorities to prepare a capital strategy report which will provide the following:

- A high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- An overview of how associated risk is managed
- The implication for future sustainability

The aim of this capital strategy is to ensure that all elected members on full council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

1.2.2 Treasury Management Reporting

The council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- a. Prudential and treasury indicators and treasury strategy** (this report) –
 - The first, and most important report is forward looking and covers:
 - The capital plans (including prudential indicators);
 - A minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
 - The treasury management strategy, (how the investments and borrowing are to be organised) including treasury indicators; and
 - An investment strategy (the parameters on how investments are to be managed).
- b. A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.
- c. An annual treasury report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

1.2.3 Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the council. This role is undertaken by the Overview and Scrutiny Committee.

1.2.4 Quarterly reports

In addition to the three major reports detailed above, from 2023/24 quarterly reporting of our prudential indicators is also required. However, these additional reports do not have to be reported to Full Council but do need to be adequately scrutinised. This role is undertaken by Overview and Scrutiny Committee based on reports to Cabinet.

1.3 Treasury Management Strategy for 2023/24

The strategy for 2023/24 covers two main areas:

1.3.1 Capital issues

- The capital expenditure plans and the associated prudential indicators;
- The minimum revenue provision (MRP) policy.

1.3.2 Treasury management issues

- The current treasury position;
- Treasury indicators which limit the treasury risk and activities of the council;
- Prospects for interest rates;
- The borrowing strategy;
- Policy on borrowing in advance of need;
- Debt rescheduling;
- The investment strategy;
- Creditworthiness policy; and
- The policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, DLUHC MRP Guidance, the CIPFA Treasury Management Code and DLUHC Investment Guidance.

1.4 Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making.

The scale and nature of this will depend on the size and complexity of the organisation’s treasury management needs. Organisations should consider how to assess whether treasury management staff and members have the required knowledge and skills to undertake their roles and whether they have been able to maintain those skills and keep them up to date.

As a minimum, authorities should carry out the following to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and members.
- Require treasury management officers and members to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the organisation).
- Have regular communication with officers and members, encouraging them to highlight training needs on an ongoing basis.”

In further support of the revised training requirements, CIPFA’s Better Governance Forum and Treasury Management Network have produced a ‘self-assessment by members responsible for the scrutiny of treasury management’, which is available from the CIPFA website to download.

In February 2022 all members were offered Treasury Management Training from Link Asset Services. The equivalent training will be offered following the borough elections in May.

The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

The council uses Link Group, Treasury Solutions Ltd as its external treasury management advisors.

The council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

2. The Capital Prudential Indicators 2023/24 – 2027/28

The council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans. The Prudential Indicators, capital expenditure plans and how these plans are being financed by capital or revenue resources were approved by Cabinet at its meeting on 11 January 2023.

2.1 Capital Expenditure

This prudential indicator is a summary of the council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

Capital expenditure	2021/22 Actual £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
TOTAL	4,271	17,344	18,420	17,833	15,055	3,550	2,387

Other long-term liabilities – The above financing need excludes other long-term liabilities, such as PFI and leasing arrangement that already include borrowing instruments (not currently applicable to Wyre).

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

	2021/22 Actual £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
Capital Receipts	0	-2,121	-14	0	-7	0	0
Capital Grants and Contributions	-4,141	-11,674	-18,256	-17,530	-14,833	-3,145	-2,080
Revenue/Reserves	-130	-3,549	-150	-303	-215	-405	-307
Total	-4,271	-17,344	-18,420	-17,833	-15,055	-3,550	-2,387
Net financing need for the year	0	0	0	0	0	0	0

2.2 The council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the council's indebtedness and so it's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, PPP lease provider and so the council is not required to separately borrow for these schemes. The council does not currently have any such schemes within the CFR.

	2021/22 Actual £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
Total CFR	11,166	11,070	10,974	10,878	10,788	10,709	10,630
Movement in CFR	-96	-96	-96	-90	-79	-79	-79

Movement in CFR represented by:

	2021/22 Actual £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
MRP and other financing movements	-96	-96	-96	-90	-79	-79	-79

2.3 Liability Benchmark

A third and new prudential indicator for 2023/24 is the Liability Benchmark (LB). The Authority is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum.

There are four components to the LB: -

1. Existing loan debt outstanding: the Authority's existing loans that are still outstanding in future years.
2. Loans CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
3. Net loans requirement: this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

2.4 Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances.

	2021/22 Actual £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
Fund balances/ reserves	35,319	30,556	30,822	26,981	23,038	17,788	14,209
Capital receipts	869	4,384	4,370	4,370	4,363	4,363	4,363
Provisions	2,364	2,364	2,364	2,364	2,364	2,364	2,364
Other	-	-	-	-	-	-	-
Total core funds	38,552	36,514	36,766	32,925	28,975	23,725	20,146
Working capital*	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Expected Investments	41,552	39,514	39,766	35,925	31,975	26,725	23,146

*Working capital balances shown are estimated year-end; these may be higher mid-year.

2.5 Minimum Revenue Provision Policy Statement

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Authority has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP).

The Authority is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2018) gives four ready-made options for calculating MRP, but the Authority can use any other reasonable basis that it can justify as prudent.

The MRP policy statement requires full council approval (or closest equivalent level) in advance of each financial year.

The Council is recommended to approve the following MRP Statement.

For expenditure incurred before 1 April 2008 which forms part of supported capital expenditure, the MRP policy will be:

- 4% reducing balance (regulatory method) - MRP will follow the historical practice outlined in former regulations as 4% of the opening GF CFR balance less adjustment A.

From 1 April 2008 for all unsupported borrowing the MRP policy will be:

- Asset life method (straight line) – MRP will be based on the estimated life of the assets.

Capital expenditure incurred during 2022/23 will not be subject to an MRP charge until 2023/24, or in the year after the asset becomes operational.

The Authority will apply the asset life method for any expenditure capitalised under a Capitalisation Direction.

For capital expenditure on loans to third parties where the principal element of the loan is being repaid in annual instalments, the capital receipts arising from the principal loan repayments will be used to reduce the CFR instead of MRP.

Where no principal repayment is made in a given year, MRP will be charged at a rate in line with the life of the assets funded by the loan.

Under the MRP guidance, any charges made in excess of the statutory MRP can be made, known as voluntary revenue provision (VRP).

VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

3. **Borrowing**

The capital expenditure plans set out in Section 2 provide details of the service activity of the council. The treasury management function ensures that the council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 The overall treasury management portfolio as at 31 March 2022 and for the position as at 10 February 2023 are shown below for both borrowing and investments.

Treasury Portfolio				
Treasury Investments	Actual 31/03/2022 £000	Actual 31/03/2022 %	Current 10/02/2023 £000	Current 10/02/2023 %
Banks	32,984	64%	26,942	45%
Money Market Funds	18,800	36%	33,000	55%
Total Treasury Investments	51,784		59,942	
External Borrowing	-1,552		-	
Net Treasury Investments	50,232		59,942	

The council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement – CFR), highlighting any over or under borrowing.

	2021/22 Actual £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
External Debt at 1 April	1,552	1,552	0	0	0	0	0
Expected change in External Debt	0	-1,552	0	0	0	0	0
Other Long Term Liabilities (OLTL)	10	50	50	50	50	50	50
Expected change in OLTL	0	0	0	0	0	0	0

Actual Gross Debt at 31 March	1,562	50	50	50	50	50	50
Capital Financing Req.	11,166	11,070	10,974	10,878	10,788	10,709	10,630
Under/(over) Borrowing	9,604	11,020	10,924	10,828	10,738	10,659	10,580

Within the range of prudential indicators there are a number of key indicators to ensure that the council operates its activities within well-defined limits. One of these is that the council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Corporate Director of Resources reports that the council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.2 Treasury Indicators: Limits to Borrowing Activity

The operational boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
Borrowing	13,452	13,452	13,452	13,452	13,452	13,452
Other Long Term Liabilities (Deferred Liabilities)	50	50	50	50	50	50
Total Operational Boundary	13,502	13,502	13,502	13,502	13,502	13,502

The authorised limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but it not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all council's plans, or those of a specific council, although this power has not yet been exercised.
2. The council is asked to approve the following authorised limit:

	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
Borrowing	20,000	20,000	20,000	20,000	20,000	20,000
Other Long Term Liabilities	100	100	100	100	100	100
Total Authorised Limit	20,100	20,100	20,100	20,100	20,100	20,100

3.3 Prospects for Interest Rates

The council has appointed Link Group as its treasury advisor and part of their service is to assist the council to formulate a view on interest rates. The following table gives their central view.

Annual Average % as at the quarter ending:	Bank Rate %	PWLB Rates % as at December 2022			
		5 year	10 year	25 year	50 year
Dec 2022	4.00	4.20	4.30	4.60	4.30
March 2023	4.25	4.20	4.40	4.60	4.30
June 2023	4.50	4.20	4.40	4.60	4.30
Sept 2023	4.50	4.10	4.30	4.50	4.20
Dec 2023	4.50	4.00	4.10	4.40	4.10
March 2024	4.00	3.90	4.00	4.20	3.90
June 2024	3.75	3.80	3.90	4.10	3.80
Sept 2024	3.50	3.60	3.80	4.00	3.70
Dec 2024	3.25	3.50	3.60	3.90	3.60
March 2025	3.00	3.40	3.50	3.70	3.50
June 2025	2.75	3.30	3.40	3.60	3.30
September 2025	2.50	3.20	3.30	3.50	3.20
December 2025	2.50	3.10	3.30	3.50	3.20

Our central forecast for interest rates reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by delivering a succession of rate increases. Bank Rate stands at 4.0% currently but is expected to reach a peak of 4.5% in the first half of 2023.

Further down the road, we anticipate the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures are behind us – but that timing will be one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.

The CPI measure of inflation looks to have peaked at 11.1% in Q4 2022. Despite the cost-of-living squeeze that is still taking shape, the Bank will want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market.

Regarding the plan to sell £10bn of gilts back into the market each quarter (Quantitative Tightening), this has started and will focus on the short, medium and longer end of the curve in equal measure, now that the short-lived effects of the Truss/Kwarteng unfunded dash for growth policy are firmly in the rear-view mirror.

In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but the on-going conflict between Russia and Ukraine. More recently, the heightened tensions between China/Taiwan/US also have the potential to have a wider and negative economic impact.

On the positive side, consumers are still estimated to be sitting on over £160bn of excess savings left over from the pandemic so that will cushion some of the impact of the above challenges. However, most of those are held by more affluent people whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

PWLB rates

- The yield curve movements have become less volatile of late and PWLB 5 to 50 years Certainty Rates are, generally, in the range of 4.10% to 4.80%.
- We view the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate and the elevated inflation outlook.

The balance of risks to the UK economy:

- The overall balance of risks to economic growth in the UK is to the downside.

Downside risks to current forecasts for UK gilt yields and PWLB rates include:

- Labour and supply shortages prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, rising gilt yields).
- The Bank of England acts too quickly, or too far, over the next year to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- UK / EU trade arrangements – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- Geopolitical risks, for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates:

- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates Bank Rate staying higher for longer than we currently project or even necessitates a further series of increases in Bank Rate.
- The Government acts too quickly to cut taxes and/or increases expenditure in light of the cost-of-living squeeze.
- The pound weakens because of a lack of confidence in the UK Government's fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer term US treasury yields rise strongly and pull gilt yields up higher than currently forecast.
- Projected gilt issuance, inclusive of natural maturities and QT, could be too much for the markets to comfortably digest without higher yields consequently.

Borrowing advice: Our long-term (beyond 10 years) forecast for Bank Rate stands at 2.5%. As all PWLB certainty rates are currently above this level, borrowing strategies will need to be reviewed in that context. Better value can generally be obtained at the shorter end of the curve and short-dated fixed Local Authority to Local Authority monies should be considered. Temporary borrowing rates are likely, however, to remain near Bank Rate and may also prove attractive whilst the market waits for inflation, and therein gilt yields, to drop back later in 2023.

Our suggested budgeted earnings rates for investments up to about three months' duration in each financial year are rounded to the nearest 10bps as follows:

Average earnings in each year	
2022/23 (remainder)	4.00%
2023/24	4.40%
2024/25	3.30%
2025/26	2.60%
2026/27	2.50%
Years 6 to 10	2.80%
Years 10+	2.80%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

3.4 Borrowing Strategy

The council is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy. That is, Bank Rate increases over the remainder of 2022 and the first half of 2023.

Against this background and the risks within the economic forecast, caution will be adopted with the 2023/24 treasury operations. The Corporate Director of Resources will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp fall in borrowing rates, then borrowing will be postponed.
- if it was felt that there was a significant risk of a much sharper rise in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

Any decisions will be reported to Council at the next available opportunity.

The council doesn't have any plans in the short to medium term to undertake any further borrowing.

3.5 Policy on borrowing in advance of need

The Authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Authority can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.6 Debt rescheduling

The council is debt free and so this doesn't currently apply.

3.7 New Financial institutions as a source of borrowing and/or types of borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – generally still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).

Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

3.8 Approved Sources of Long and Short-term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
UK Municipal Bond Agency	●	●
Local Authorities	●	●
Banks	●	●
Pension Funds	●	●
Insurance Companies	●	●
UK Infrastructure Bank	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Stock Issues	●	●
Local Temporary	●	●
Local Bonds	●	
Local Authority Bills	●	●
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Finance Leases	●	●

4. Annual Investment Strategy

4.1 Investment policy – management of risk

The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)) and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

The council’s investment policy has regard to the following:

- DLUHC’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2021

The council’s investment priorities will be security first, portfolio liquidity second and then yield (return). The council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the council’s risk appetite.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider “laddering” investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated, as well as wider range fund options.

The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means:

1. Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.
2. Other information: ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Authority will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
3. Other information sources used will include the financial press, share price and other such information pertaining to the financial sector in order to

establish the most robust scrutiny process on the suitability of potential investment counterparties.

4. This Authority has defined the list of types of investment instruments that the treasury management team are authorised to use and are listed in Treasury Management Practices (TMP) Schedule 1 under the categories of 'specified' and 'non-specified' investments.

Specified investments are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity, if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.

Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

5. Non-specified and loan investment limits. The Authority has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments of Y%.
6. Lending limits, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2.
7. Transaction limits are set for each type of investment in 4.2.
8. This Council will set a limit for its investments which are invested for longer than 365 days (see paragraph 4.4).
9. Investments will only be placed with counterparties from countries with a specified minimum sovereign rating (see paragraph 4.3).
10. This Authority has engaged external consultants (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this Authority in the context of the expected level of cash balances and need for liquidity throughout the year.
11. All investments will be denominated in sterling.
12. As a result of the change in accounting standards for 2022/23 under IFRS 9, this Authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five

years ending 31.3.23. At the current juncture it has not been determined whether a further extension to the over-ride will be agreed by Government).

However, this Authority will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

4.2 Creditworthiness Policy

This council applies the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- “watches” and “outlooks” from credit rating agencies;
- CDS spreads that may give early warning of changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings and any assigned Watches and Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the council to determine the suggested duration for investments. The council will, therefore, use counterparties within the following durational bands:

Yellow	5 years (only local authorities)
Dark pink	5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
Light pink	5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
Purple	2 years
Blue	1 year (only applies to nationalised or part nationalised UK Banks)
Orange	1 year
Red	6 months
Green	100 days
No colour	not to be used

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Authority uses will be a short-term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will

be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored monthly. The Authority is alerted to changes to ratings of all three agencies through its use of the Link creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Authority will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

Sole reliance will not be placed on the use of this external service. In addition, this Authority will also use market data and market information, as well as information on any external support for banks to help support its decision-making process.

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

The amount invested per institution will be £6m or 20% of investment balance per individual counterparty or 25% per whole counterparty group whichever is higher.

	Colour (and long-term rating where applicable)	Time limit
Banks *	Yellow	5 yrs
Banks	Purple	2 yrs
Banks	Orange	1 yr
Banks – part nationalised	Blue	1 yr
Banks	Red	6 mths
Banks	Green	100 days
Banks	No Colour	
DMADF	UK sovereign rating	6 months
Local authorities	Yellow	5 yrs
Housing associations	Colour bands	As per colour band
	Fund rating**	Time Limit
Money Market Funds CNAV	AAA	liquid
Money Market Funds LVNAV	AAA	liquid
Money Market Funds VNAV	AAA	liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	Dark Pink / AAA	liquid
Ultra-Short Dated Bond Funds with a credit score of 1.50	Light Pink / AAA	liquid

Creditworthiness

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. However, more recently the UK sovereign debt rating has been placed on Negative Outlook by the three major rating agencies in the wake of the Truss/Kwarteng unfunded tax-cuts policy. Although the Sunak/Hunt government has calmed markets, the outcome of the rating agency reviews is unknown at present, but it is possible the UK sovereign debt rating will be downgraded. Accordingly, when setting minimum sovereign debt ratings, this Council will not set a minimum rating for the UK.

CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards during the days of the Truss/Kwarteng government, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Council has access to this information via its Link-provided Passport portal.

4.3 Limits

Due care will be taken to consider the exposure of the Authority's total investment portfolio to non-specified investments, countries, groups and sectors.

- a. **Non-specified treasury management investment limit.** The Authority has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being _% of the total treasury management investment portfolio. (Consider whether to also put in limits for loans and non-financial investments held for yield as part of the total investment portfolio.)
- b. **Country limit.** The Authority has determined that it will only use approved counterparties from the UK and from countries with a minimum sovereign credit rating of AA- from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Annex 1. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Other limits. In addition: -

- no more than XX% will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies/institutions;
- sector limits will be monitored regularly for appropriateness.

4.4 Investment Strategy

In-House Funds

Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that is the case at present, but there is the prospect of Bank Rate peaking in the first half of 2023 and possibly reducing as early as the latter part of 2023 so an agile investment strategy would be appropriate to optimise returns.

Accordingly, while most cash balances are required in order to manage the ups and downs of cash flow where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

Investment returns expectations

The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to reach 4.5% in Q2 2023.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

Average earnings in each year	
2022/23 (remainder)	4.00%
2023/24	4.40%
2024/25	3.30%
2025/26	2.60%
2026/27	2.50%
Years 6 to 10	2.80%
Years 10+	2.80%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

For its cash flow generated balances, the council will seek to utilise its business reserve instant access and notice accounts, Money Market Funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

4.5 Investment treasury indicator

There are currently no plans for funds to be invested for a period greater than 364 days. These limits are set with regard to the council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year end. For its cash flow generated balances, the council will seek

to utilise its instant access and notice accounts, money market funds, short dated deposits (overnight to 100 days) and 6 month deposits in order to benefit from compounding of interest.

4.6 Investment Performance / Risk Benchmarking

This council will use an investment benchmark to assess the investment performance of its investment portfolio of overnight, 7 day, 1, 3, 6 or 12 month compounded / Sterling Overnight Index Average (SONIA).

4.6 End of year investment report

At the end of the financial year, the council will report on its investment activity as part of its Annual Treasury Report.

4.7 Non-treasury investments

This council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries and investment property portfolios. This council does not currently have any such investments. However it will ensure that all of its investments are covered in the capital programme, investment strategy or equivalent and will set out, where relevant, the council's risk appetite and specific the risk appetite for these activities may differ from that of treasury management. The council will maintain a schedule setting out a summary of existing material investments, subsidiaries, joint ventures and liabilities including financial guarantees and the council's risk exposure where applicable.

4.8 Environmental, Social & Governance (ESG)

The council will take a balanced approach to Environmental, Social & Governance (ESG) ensuring that the principle of security, liquidity and yield is the core investment strategy. All the main agencies are now incorporating ESG risks alongside more traditional financial risk metrics when assessing counterparty ratings. Given their incorporation is already being done by the use of mainstream rating agencies the council will use this as the basis for assessment until we are advised otherwise by our treasury consultants.

Annex 1

Approved Countries for Investments (as at 19/12/2022)

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link creditworthiness service.

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- France

AA-

- Belgium
- Qatar
- U.K.

This page is intentionally left blank

MINIMUM REVENUE PROVISION POLICY STATEMENT 2023/24 (England and Wales)

1. The Council's Adopted Approach

The council implemented the new Minimum Revenue Provision (MRP) guidance in 2008/09 and will assess their MRP for 2023/24 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003 and the revised guidance issued in 2018.

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure and from 1 April 2008, for all unsupported borrowing (including PFI and finance leases) the policy will be Asset Life method. Capital expenditure will under delegated powers be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method (Asset Life Method). For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the council. However, the council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

A change introduced by the revised DLUHC MRP Guidance allowed any charges made over the statutory minimum revenue provision, voluntary revenue provision or overpayments, to be, if needed reclaimed in later years if deemed necessary or prudent. The council does not have any such overpayments.

This page is intentionally left blank

WYRE BOROUGH COUNCIL

CAPITAL STRATEGY

2023/24

CONTENTS

1.	INTRODUCTION	2
2.	KEY DOCUMENTS	3
3.	CAPITAL EXPENDITURE	3
4.	DEBT AND BORROWING AND TREASURY MANAGEMENT	6
5.	COMMERCIAL ACTIVITY	8
6.	OTHER LONG-TERM LIABILITIES	9
7.	KNOWLEDGE AND SKILLS	9
8.	THE FUTURE AMBITION OF THE COUNCIL'S CAPITAL PROGRAMME	10
9.	USEFUL LINKS	11
10.	APPENDICES	11

1.0	INTRODUCTION
1.1	<p>The Chartered Institute of Public Finance and Accountancy (CIPFA) revised the Prudential Code in December 2021 with immediate effect. A soft launch approach has been taken with formal adoption and reporting required from 2023/24. As such this version of the Capital Strategy will include some elements not yet adopted in order to signpost forthcoming changes.</p> <p>The updated Prudential Code 2021 requires local authorities to produce a capital strategy in order to demonstrate that the council does the following:</p> <ul style="list-style-type: none"> • takes capital and investment decisions in line with service objectives; • properly takes account of stewardship, value for money, prudence, sustainability and affordability; • sets out the long-term context in which capital expenditure and investment decisions are made; • gives due consideration to both risk and reward; • gives due consideration to the impact on the achievement of priority outcomes, and; • authorities should report on and clearly distinguish investments for treasury management, service and commercial purposes
1.2	<p>The capital strategy forms part of the council's integrated revenue, capital and balance sheet planning.</p>
1.3	<p>The strategy is intended to give a high level overview of how capital expenditure, capital financing, investments and treasury management activity contribute to the delivery of the council's plans and provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.</p>
1.4	<p>The capital strategy should be tailored to the council's individual circumstances but should include capital expenditure, investments and liabilities and treasury management. The capital strategy should include sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability, proportionality and affordability will be secured and to meet legislative requirements on reporting.</p>
1.5	<p>A long-term view is taken when outlining the capital strategy and its associated context, as many schemes will span a number of years and have implications beyond the Medium Term Financial Plan (MTFP). All planned capital expenditure and investment decisions are included in the strategy including those undertaken with external partners.</p>

<p>1.6</p>	<p>CIPFA guidance indicates that the Capital Strategy should have regard to the following areas, each of which will be covered in this document:</p> <ul style="list-style-type: none"> • Capital expenditure • Debt, borrowing, investments and treasury management • Investments for commercial purposes • Other long-term liabilities • Knowledge and skills
<p>1.7</p>	<p>This document should be read in conjunction with the Council’s annual Treasury Management Policy Statement and Practices, Treasury Management and Annual Investment Strategy and the Minimum Revenue Provision Policy Statement. Reference may be made to specific sections of these documents as appropriate to avoid unnecessary duplication in the Capital Strategy.</p>
	<p>The Capital Strategy is reviewed annually and presented to full Council for approval.</p>
<p>2.0</p>	<p>KEY DOCUMENTS</p>
<p>2.1</p>	<p>Aside from the Treasury Management Policy Statement and Practices, Treasury Management and Annual Investment Strategy and the Minimum Revenue Provision Policy Statement, there are several key internal documents which influence the strategic direction of the council and these are listed below.</p> <ul style="list-style-type: none"> • The Business Plan which gets refreshed annually and has three themes around People, Place and Economy. • The Council’s Strategic Narrative which identifies three ‘big goals’ including commercial and environmental awareness, a flexible and change-ready workforce and providing an integrated and community-focused service offer. • The Commercial Strategy (see Appendix 1). • The Asset Management Strategy and Action Plan. • Also important are the main financial reports: the Statement of Accounts, the Medium Term Financial Plan (MTFP) and the Revenue Estimates and Capital Programme. <p>All of the above documents are available on the council’s website (for more details please see the latest versions at www.wyre.gov.uk).</p>
<p>3.0</p>	<p>CAPITAL EXPENDITURE</p>
<p>3.1</p>	<p>This section will cover the following areas identified by CIPFA guidance where their impact is material:</p> <ul style="list-style-type: none"> • An overview of the governance process for approval and monitoring capital expenditure.

	<ul style="list-style-type: none"> • A long-term view of capital expenditure plans, where long-term is defined by the financing strategy of and risks faced by the authority with reference to the life of the projects/assets (see Appendix 2). • An overview of asset management planning including the cost of past borrowing, maintenance requirements and planned disposals. • Any restrictions around borrowing or funding of ongoing capital finance.
	<p>The Definition of Capital Expenditure</p>
3.2	<p>The council has two types of expenditure as defined in the annual statement of accounts:</p> <ul style="list-style-type: none"> • <i>Revenue expenditure</i>: the everyday costs incurred with running the council such as employee costs, premises related expenditure and various supplies and services.
	<ul style="list-style-type: none"> • <i>Capital expenditure</i>: the more sizeable costs, which usually relate to the acquisition of new assets or significant enhancement of existing assets to extend the economic benefit to the council.
3.3	<p>In brief, there are three routes under which expenditure can qualify as capital and these are:</p> <ul style="list-style-type: none"> • Spending which meets the recognition criteria specified under 'proper accounting practices' e.g. expenditure on the acquisition of, construction of or the addition of subsequent costs to non-current assets (tangible e.g. buildings and intangible e.g. software) • Spending which meets one of the definitions specified in regulations made under the Local Government Act 2003 e.g. Revenue Expenditure Funded from Capital Under Statute (REFCUS). • The Secretary of State makes a direction that the spending can be treated as capital expenditure.
3.4	<p>Examples of capital expenditure include expenditure on the acquisition, reclamation or enhancement of assets (e.g. buildings, land, plant and machinery). It can include computer costs (for use over a period exceeding one year e.g. software), grants to third parties, incidental costs involved in a capital project (e.g. officers' salaries and professional fees).</p>
3.5	<p>Excluded from the definition of capital are training, administrative and other general overhead costs. Costs will also be ineligible to the extent that they relate to activity that takes place prior to the intention to acquire or construct a fixed asset. Examples of this include the cost of option appraisals and feasibility studies that do not contribute to the scoping of the asset ultimately acquired or constructed.</p>
3.6	<p>The key principle to follow is that 'everything is revenue unless you can prove it is capital'.</p>

	<p>The Capital Programme, Governance and Approval Process</p>
3.7	<p>The Capital Programme is the council's schedule of capital works for future years and includes details of the funding of the schemes. Included in the schedule are projects such as sea defences and beach management, restoration of parks and open spaces, our rolling replacement of vehicles, Fleetwood regeneration and the construction of new buildings and facilities. Also included could be service and commercial investments such as new IT systems to deliver digital transformation, the purchase of land or buildings for investment purposes and design, consultancy or in-house fees for staff time in support of major schemes. The Council is working with partners to assist them to meet both their objectives and the Council's objectives.</p>
3.8	<p>The approval process for individual capital schemes and the Capital Programme itself can be found in the Council's Constitution which is available on the council's website. In summary, the majority of capital schemes are approved via a Portfolio Holder Report submitted to the relevant Portfolio Holder. Alternatively, where a key decision is involved, a Cabinet Report on a specific scheme or project is used to update the Capital Budget. Regular reports are also submitted to Cabinet throughout the year providing them with the latest current year Capital Budget position and its impact on the multi-year Capital Programme and requesting their approval for any changes. In February of each year the Cabinet formally approve the current revised and the future year's Capital Programme and this is subsequently ratified by full Council in March as part of the annual budget setting process.</p>
3.9	<p>Capital expenditure is prioritised based on a number of factors including the availability of external funding and any associated conditions, the availability of internal funding, Business, Service and Asset Management Plan priorities, health and safety, environmental sustainability, resources and capacity.</p>
3.10	<p>The council's MTFP will encompass the current year's budget plus four years and the Capital Programme will mirror this approach. Reference will also be made to years beyond the scope of the MTFP period where the expected lifespan of planned projects exceeds this timeframe.</p>
	<p>Asset Management</p>
3.11	<p>The Asset Management Strategy and Action Plan provides an overview of the council's current position with regard to investment properties, surplus assets, planned maintenance and investment projects and so on. The latest detailed Asset Management Strategy and Action Plan can be found on the council's website.</p>

3.12 In order to achieve our corporate vision, key work areas have been established for Asset Management, these are:

- Managing Investment Assets
- Managing Property Assets
- Property Maintenance
- Property Disposals
- Property Acquisitions

3.13 The Council’s property portfolio largely falls under two main categories: Property Assets and Investment Property.

The breakdown of property categories is as shown below:

Category	Number	Asset Value (31/03/2022)
Property Assets	99	£45.8m
Investment Assets	51	£11.6m
Community Assets	103	£5.6m
Heritage Assets	4	£0.3m
Assets Held for Sale	1	£3.6m
TOTAL	225	£58.4m

Long-Term Borrowing

3.14 The council does not have any long term borrowing arrangements.

Significant Property Acquisitions and Disposals

3.15 Acquisition - During 2021/22 Cabinet approved the acquisition of new fish and food processing units in Fleetwood (Project Neptune). These were completed in August 2022. Tenants are entering lease agreements and the units are expected to be fully let.

Disposal – During 2021/22 Cabinet approved the disposal of land at Bourne Hill, Thornton and the site completed in May 2022, generating a capital receipt.

4.0 DEBT, BORROWING, INVESTMENTS AND TREASURY MANAGEMENT

4.1 This section will cover the following areas identified by CIPFA guidance where their impact is material:

- A long-term projection of external debt (i.e. gross borrowing plus other long-term liabilities).

	<ul style="list-style-type: none"> • Provision for the repayment of debt over the long-term, having regard to statutory guidance on MRP or the repayment of loans fund advances. • Authorised limit and operational boundary for the following year. • The authority’s approach to treasury management including processes, due diligence and defining the authority’s risk appetite. • A projection of investments (where material) analysed between investments for treasury management purposes and commercial purposes (including commercial property). • A statement of whether the authority has complied with paragraphs 51 to 53 of the Prudential Code in relation to investments for commercial purposes, in particular the requirement that an authority must not borrow to invest for the primary purpose of financial return.
	<p>Capital Investments vs. Treasury Management, Service and Commercial Investments</p>
<p>4.2</p>	<p>‘Treasury Management Activities’ are defined by CIPFA as:</p> <p><i>“The management of the organisation’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”</i></p> <p>‘Investments for treasury management purposes’ (or treasury management investments) are those investments that arise from the organisation’s cash flows or treasury risk management activity, and ultimately represent balances that need to be invested until the cash is required for use in the course of business.</p> <p>‘Investments for commercial purposes’ (or commercial investments) are taken or held primarily for financial return and are not linked to treasury management activity or directly part of delivering services.</p> <p>‘Investments for service purposes’ (or service investments) are taken or held primarily and directly for the delivery of public services (including housing, regeneration and local infrastructure) or in support of joint working with others to deliver such services.</p>
<p>4.3</p>	<p>Unlike capital investments, for treasury management investments the security and liquidity of funds is placed ahead of any investment return.</p>
<p>4.4</p>	<p>The council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activity includes loans supporting service outcomes and investment property portfolios. The council currently has no commercial or service investments and does not borrow to invest for the primary purpose of financial return.</p>
<p>4.5</p>	<p>The council will ensure that all of its investments are covered in the capital strategy, investment strategy or equivalent, and will set out, where relevant, the council’s risk appetite and specific policies and arrangements for non-treasury investments. It will be</p>

	recognised that the risk appetite for these activities may differ from that for treasury management.
4.6	Capital investments should be proportional to the level of resource available to the council and the council should ensure that the same robust procedures for the consideration of risk and return are applied to these decisions.
	Capital Resources and Financing Strategy
4.7	Wyre's Capital Programme has always relied heavily on external funding owing to limited internal resources and a desire not to add to existing levels of external borrowing. The council has external funding levels of 99% (estimated 2023/24) of the total capital programme. Much of this has been provided by the Environment Agency for large scale sea defences and beach management schemes but other externally funded works include Disabled Facilities Grants (Better Care Fund) and UK Shared Prosperity Funding.
4.8	As a result of central government funding cuts and a significant gap to bridge in our ongoing revenue estimates, there is limited scope for the council to contribute monies from general balances without additional compensating savings being identified. Likewise, the shortfall in ongoing funding means that it is not prudent to add to our external borrowing unless a compelling 'invest to save' case exists.
4.9	Several earmarked reserves exist to support capital investment and these include the Capital Investment, Leisure Management, IT Strategy, Value For Money, Vehicle Replacement/Street Cleansing Maintenance and the Property Investment Fund Reserves.
4.10	The Capital Programme assumes available funding from the following sources: <ul style="list-style-type: none"> • Capital grants and contributions • Capital receipts from the sale of assets • Earmarked reserves • Revenue contributions • Internal borrowing • External borrowing
4.11	Ordinarily, capital receipts can only be used to fund capital expenditure or be set aside to repay debt. However, as part of the multi-year 2016/17 local government finance settlement, greater flexibility to allow council's to use these receipts to generate ongoing revenue efficiencies was announced although conditions apply including the requirement for a Strategy approved by full Council.
4.12	"The Guidance recommends that the Strategy setting out details of projects to be funded through flexible use of capital receipts be prepared prior to the start of each financial year. Failure to meet this requirement does not mean that an authority cannot access the flexibility in that year. However, in this instance, the Strategy should be presented to full Council or the equivalent at the earliest possible opportunity."

<p>4.13</p>	<p>At the present time, there is no intention to make use of this flexibility owing to the significant schedule of works required to maintain and invest in our assets and as such no Strategy has yet been approved by Council.</p>
<p>5.0</p>	<p>COMMERCIAL ACTIVITY</p>
<p>5.1</p>	<p>This section will cover the following areas identified by CIPFA guidance where their impact is material:</p> <ul style="list-style-type: none"> • The authority’s approach to commercial activities including processes ensuring effective due diligence and defining the authority’s risk appetite in respect of these, including proportionality in respect of overall resources. • Requirements for independent and expert advice and scrutiny arrangements.
<p>5.2</p>	<p>The council’s Commercialisation Strategy 2023/24 can be found at Appendix 1 to this report. It was previously approved as part of the Capital Strategy by full Council and minor updates have been made.</p>
<p>5.3</p>	<p>As local authorities become increasingly complex and diverse it is vital that those charged with governance understand the long-term context in which investment decisions are made and all the financial risks to which the authority is exposed. The impact of commercialisation has widened the scope of local authority powers and with the introduction of arrangements such as combined authorities it is no longer sufficient to consider only the individual local authority but also the residual risks and liabilities to which it is subject.</p> <p>Authorities may invest in other financial assets, including loans and property primarily for financial return, which are not part of treasury management activity.</p> <p>Other investments may include:</p> <ul style="list-style-type: none"> • ‘service investments’ held clearly and explicitly in the course of the provision – and for the purposes – of operational services, including regeneration • ‘commercial investments’ which are taken for mainly financial reasons, including investments arising as part of business structures, such as shares and loans in subsidiaries or other outsourcing structures such as IT providers or building services providers; or investments explicitly taken with the aim of making a financial surplus for the organisation; commercial investments also include non-financial assets which are held primarily for financial return such as investment properties.
<p>5.4</p>	<p>Investigations into policy driven initiatives and investments are allowed under the Capital and Investment Strategies under the delegated authority of the S.151 Officer. The authority currently has no material commercial activity and none is forecast in the current capital programme.</p>

<p>5.5</p>	<p>Expert advice will be sought, including legal and financial, where required for any service or commercial investments. Commercial activity is not risk-free, even where no or cheap external borrowing is used.</p> <ul style="list-style-type: none"> • All decisions to incur expenditure and to borrow must be backed by effective legal powers, which might not be available. There is an additional problem in that these decisions may subsequently be invalidated by changes in statutory provisions or developments in case law. • The authority's returns (income and capital gains) are at risk, while, once incurred, borrowing costs are unavoidable. A reduction in returns could put the authority's revenue account into deficit. There are risks in relation to the fair value of the property on the balance sheet, for example, where the commercial property fair value is less than the value of the debt liability. • Assuming the investment is purchased at market prices, the extra margin or return must reflect additional risk.
<p>6.0</p>	<p>OTHER LONG-TERM LIABILITIES</p>
<p>6.1</p>	<p>This section will cover the following areas identified by CIPFA guidance where their impact is material:</p> <ul style="list-style-type: none"> • An overview of the governance process for approval and monitoring and ongoing risk management of any other financial guarantees and other long-term liabilities.
<p>6.2</p>	<p>Liabilities related to the Defined Benefit Pension Scheme are excluded from this definition related to treasury management.</p>
<p>6.3</p>	<p>The Authority, as a lessee, does not have any finance leases or operating leases of notable value. A review of forthcoming changes under IFRS16, currently expected to be deferred again, is being undertaken and this may alter the position but the impact is still being evaluated.</p>
<p>7.0</p>	<p>KNOWLEDGE AND SKILLS</p>
<p>7.1</p>	<p>This section will cover the following areas identified by CIPFA guidance where their impact is material:</p> <ul style="list-style-type: none"> • A summary of the knowledge and skills available to the authority and confirmation that these are commensurate with the authority's risk appetite.
<p>7.2</p>	<p>Officer Training</p>
<p>7.2</p>	<p>The training needs of treasury management officers are reviewed throughout the year and additionally when the responsibilities of staff members change or there is staff turnover. Training records are held centrally for audit purposes.</p>
<p>7.3</p>	<p>Staff are encouraged to view webinars and/or attend training courses, seminars and conferences held by Link Group, Treasury Solutions Limited, CIPFA and other appropriate</p>

	bodies. Relevant staff are encouraged to study professional qualifications from CIPFA and other appropriate organisations.
7.4	Day-to-day treasury management staff and the S.151 Officer attend an annual strategy meeting with Link Group, Treasury Solutions Limited. Their expertise is available throughout the year and utilised by relevant staff as and when required.
	Member Training
7.5	The CIPFA Code requires the responsible officer to ensure that Members with responsibility for treasury management receive adequate training in treasury management. This especially applies to Members responsible for scrutiny.
7.6	An annual training session is held for members of the Overview and Scrutiny Committee (O&S) in particular. This is either delivered in-house by the responsible officer at a suitable O&S meeting or provided by the council's external treasury management consultants, usually by way of an evening briefing available to all Members. Refer to the Treasury Management Policy Statement and Practices, Treasury Management and Annual Investment Strategy for more details.
	Treasury Management Consultants
7.7	<p>The council uses Link Group, Treasury Solutions Limited external treasury management advisors.</p> <p>The council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external providers.</p> <p>It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.</p>
8.0	THE FUTURE AMBITION OF THE COUNCIL'S CAPITAL PROGRAMME
8.1	The Capital Strategy is a high level overview which over time will be developed to reflect the Council's emerging risk appetite, strategic influences and overall capital ambitions.
8.2	A key part of the evolution of the Capital Strategy will be the determination of the Council's capital ambition and an important element of this will relate to the adopted Local Plan (Council, 28 February 2019, Partial Review approved 26 January 2023). This document contains the following Vision Statement (further detail is available on our website at www.wyre.gov.uk):

	<p>“By 2031 Wyre will be recognised as an aspirational place with a clear focus on delivering sustainable growth – balancing environmental, social and economic considerations. It will be an attractive and successful place focused on creating opportunities for people to live, work, visit and do business. Development will have achieved high quality urban and rural environments, whilst respecting the diverse distinctiveness of local character across the Borough.”</p>
8.3	<p>This vision will inform the starting point for further investigations and research into the current economic position in Wyre, including a focus on our high streets and how we can use council assets and further investment using the Property Investment Fund to promote regeneration.</p>
8.4	<p>Wyre has a strong track record of attracting external investment through successful funding bids and benefactor donations. Recently this has included substantial investment in new fish and food processing units in Fleetwood and successful bids for Heritage Action Zone funding from Historic England as well as significant Environment Agency investment in sea defences and beach management schemes.</p>
8.5	<p>During 2023/24 further work will continue, initially by Corporate Management Team, to explore the scope of a longer term vision for the borough and how the Council can help to shape and support this through capital investment. The Council has declared a Climate Emergency and the Business Plan focus has shifted to focus on achieving net zero carbon by 2050 with a target reduction of 78% by 2035. A funding bid for decarbonisation work at Fleetwood Market has been successful and works have commenced on the project.</p>
9.0	<p>USEFUL LINKS</p>
9.1	<p>The following documents can all be found on the Wyre Council website: www.wyre.gov.uk.</p>
9.2	<ul style="list-style-type: none"> • Asset Management Strategy and Action Plan • Business Plan • Treasury Management Policy Statement and Practices and Treasury Management and Annual Investment Strategy and Minimum Revenue Provision Policy Statement • Medium Term Financial Plan • Revenue Estimates and Capital Programme • Local Plan
10.0	<p>APPENDICES</p>
10.1	<p>The following appendices are included for information:</p> <ul style="list-style-type: none"> • Appendix 1 – Commercialisation Strategy • Appendix 2a and 2b – Capital Strategy - Long Term Forecast

This page is intentionally left blank

Wyre Council - Commercialisation Strategy 2023/24

Background and Commercial Vision

In December 2016, the Council adopted a new Strategic Narrative, which sets out a clear vision and goals for evolving the way that Wyre council works. This was refreshed in 2019.

The Strategic Narrative contains three big goals and these are:

- An integrated and community-focused service offer.
- A flexible and change-ready workforce.
- Commercial and Environmental awareness is embedded in everything we do.

Focusing on the third big goal around commercial awareness, the narrative commits that:

- We will implement new ways to replenish dwindling government funding for local authorities. Our employees will be commercially minded, able to identify and maximize commercial opportunities. We will be mindful of our climate change commitment in everything we do and ensure that the council's activities are net-zero carbon by 2050.

Our approach will include:

- **Maintaining financial discipline.** We will be financially astute delivering quality services, in conjunction with partners, on time and on budget. Our Medium Term Financial Plan and Efficiency Programme will be aligned with our Business Plan to ensure our objectives and priorities are properly resourced and funded appropriately.
- **Bringing commerciality into everyday thinking.** We will bring commerciality into everyday working across the organisation through improved procurement practices, better contract management and a focus on delivering established financial goals.

At Wyre, commercialisation is a broad term used to capture all aspects of service reviews and redesign, the commissioning cycle, shared and multi-partner organisation joined-up services, income generation and general efficiencies.

Key Drivers

The council has a forecast budget gap of £3.7m in 2027/28 (as at February 2023) largely owing to central government cuts and this financial position necessitates our becoming more commercial in our approaches to procurement, contract management and the delivery and marketing of our services.

There is renewed interest in inter-Council arrangements with other local authorities as financial pressures increase. The same applies to other public sector partners who are similarly looking at the advantages, both financial and operational, of delivering services together on a shared footprint to make efficiencies.

Wyre's ultimate goal is achieving sustainability without the need for central government grant support and successes reported by other councils are building confidence in the sector that this is possible.

The introduction of our appraisal 1-2-1s and 1-2-1+ are embedding the strategic vision and driving forward the 'One Team One Council, 'Working Collaboratively' and 'Work Smart' values throughout the workforce.

Annual benchmarking of services has highlighted areas for further investigation where our unit costs appear high compared to both our 'nearest neighbour' group and the national average. This analysis will prompt more detailed reviews of high unit cost areas to identify potential savings.

Core principles of Commercialisation at Wyre Council

Commercialisation at Wyre Council encompasses the following approaches:

- Selling and Marketing our Services
- Fees and Charges
- Smart Procurement
- Improved and Continuous Contract Management
- Multi-partner Collaboration and Shared Services
- Maximising our Assets
- Investments
- Generating Efficiencies
- Digital Transformation
- Civic Crowdfunding

This strategy allows for all services to participate (or elements of services) and encourages a diverse range of approaches.

The principles of commercialisation include:

- Be open to all options for service delivery
- Be willing to take risks – allow for failure as well as success
- Be open and honest about current performance
- Follow financial regulations
- Be prepared to invest now for a return in the future

Links to other Wyre Council Strategies and key documents include the following:

- Wyre Council Business Plan
- Medium Term Financial Strategy
- Procurement Guide for Staff

- Commercial Advice for Staff
- Digital Transformation Strategy
- Annual Fees and Charges review
- Benchmarking Report

Aims and Objectives

Essentially, the strategy aims to deliver a financial return, which contributes to closing the funding gap.

This will entail developing a programme of work based on:

- business cases put forward throughout the year;
- business plan programmes and projects;
- external funding bids;
- fees and charges reviews;
- marketing our services and assets
- training and development of staff to grow our in-house commercialism skills;
- the creation of cross-directorate working groups to take shortlisted projects forward; and,
- harnessing Wyre's unique selling points including our capital assets, a brand that people trust and detailed local knowledge.

Creating the right culture and environment

Careful consideration will be given to nurturing the positive, 'can do' culture within Wyre in order to encourage innovative ideas and develop them into robust project proposals. This will involve the following activities:

- Undertaking a staff development programme to support our vision and goals;
- Holding regular staff briefings (at least once a year) and cascading updates to teams during the year via Core Brief
- Adopting a project management approach for the implementation of the programme and promoting the new online resources for generating project proposals;
- Ensuring new proposals have the right support from the Senior Leadership Team and necessary stakeholders.

Outcomes

The approach taken in this strategy will ensure that positive outcomes are delivered including:

- A real, tangible opportunity to make a contribution to the Medium Term Financial Plan;
- Staff development – new skills will be acquired and can be transferred to other opportunities internally;
- Enhancing Wyre Council's reputation as a leading-edge authority in this sphere;
- Developing the organisation into a more innovative workplace, building on successes so far;

- Bringing benefits to the local economy;
- Ensuring the sustainability of non-statutory services that would otherwise be stopped due to lack of funding.

Criteria for Selecting Investment Assets

An initial Pass/Fail test will apply to all investment property acquisitions:

1. Owing to the council's requirement to generate income through a satisfactory level of return, the net initial yield (NIY) range that we could expect to achieve on the investment is likely to be between 5% and 7%. The NIY allows for the cost of purchase including agent's fees, surveys and stamp duty and should exceed a minimum level of 5% to qualify. (To **calculate net initial yield**, you need to deduct all the expenses (ongoing costs + cost of vacancy) from the annual rental income (weekly rent x 52). You then divide that number by the property's purchase price (including associated cost of purchase expenses) and times it by 100. This will give you the percentage yield.)
2. Whilst borrowing is not currently planned to finance the purchase of investment property, if it is undertaken then all investments must initially provide income equal to or above the council's required rate of return (ROR) defined by the cost of capital borrowing for purchase.

Any asset meeting the above criteria will be eligible to pass to the next stage for consideration. Any assets which do not meet the above criteria will not be considered further.

Following the initial Pass/Fail test, for eligible assets, a more detailed evaluation criteria will then apply accompanied by a business case co-ordinated by the Head of Built Environment.

Capital Scheme	Funded By	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		£	£	£	£	£	£	£	£	£	£
Jubilee Gardens Refurbishment	Capital Receipts	0			7,000						
Tebay Playground Refurbishment	Capital Receipts	7,000									
Preesall Playing Fields Environmental Improvements	Grants and Contributions	69,359									
King George's Playing Field Phase 3	Grants and Contributions	10,678									
Forton Village Hall & Recreation Ground Play Area Improvements	Grants and Contributions	50,769									
Queen Elizabeth II Playing Field, Catterall Improvements	Grants and Contributions										
Restoration of the Mount	Grants and Contributions	53,538									
Hawthorne Park, Thornton - Playground improvements	Capital Receipts	13,794									
Scotts Green, Winmarleigh - Playground improvements	Capital Receipts	9,706									
Cell Eleven Monitoring	Grants and Contributions	23,410	23,410	23,410	23,410						
Rossall Sea Wall Improvement Works	Grants and Contributions	208,432									
Wyre Beach Management Business Case	Grants and Contributions	3,679,800	13,195,576	11,891,451	11,684,943						
Innovative Resilience Fund ECO-CoBS	Grants and Contributions	829,586	2,191,000	1,613,000	1,045,000	1,066,000					
Disabled Facilities Mandatory Grants	Grants and Contributions	2,916,753	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964
Empty Homes Delivery	Grants and Contributions	17,049									
Vehicle Replacement/Street Cleansing Mtrnce	Revenue - Vehicle Replacement Reserve	512,902	149,500	302,500	215,000	404,500	306,700	3,200,000	404,500	404,500	404,500
Citizen Access Portal	Revenue - Value For Money Reserve	57,960									
Fleetwood Market Security Improvements	Revenue - Capital Investment Reserve	40,050									
Acquisition of fish and food processing commercial units	Grants and Contributions / Revenue - Property Investment Reserve	4,194,917									
Fleetwood HAZ	Grants and Contributions	975,347	214,656								
Public Sector Decarbonisation at Fleetwood Market	Grants and Contributions/Capital Receipts	1,102,829									
Copse Road Depot VMU Roller Shutter doors	Capital Receipts	53,340									
Changing Places Facilities - Central Car Park, Fleetwood	Grants and Contributions/Capital Receipts	65,304									
Changing Places Facilities - Wyre Estuary Country Park, Thornton	Grants and Contributions/Capital Receipts		98,878								
Thornton-Cleveleys Duck Pond Shelter	Grants and contributions /Revenue - Insurance Reserve	23,118									
Fleetwood Market Improvement Works	Capital Receipts	1,922,155									
UK Shared Prosperity Fund Projects	Grants and Contributions	380,000	467,000	1,923,000							
ICT Cyber Resilience and Disaster Recovery measures	Revenue-IT Strategy Reserve	125,996									
TOTAL		17,343,792	18,419,984	17,833,325	15,055,317	3,550,464	2,386,664	5,279,964	2,484,464	2,484,464	2,484,464
Funding Sources		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		£	£	£	£	£					
Grants and Contributions		11,673,865	18,256,086	17,530,825	14,833,317	3,145,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964
Revenue - Capital Investment Reserve		40,050									
Revenue-IT Strategy Reserve		125,996									
Revenue - Vehicle Replacement Reserve		512,902	149,500	302,500	215,000	404,500	306,700	3,200,000	404,500	404,500	404,500
Revenue - Value For Money Reserve		57,960									
Revenue - Property Investment Reserve		2,794,917									
Revenue - Insurance Reserve		16,962									
Capital Receipts		2,121,140	14,398		7,000						
Loan											
TOTAL		17,343,792	18,419,984	17,833,325	15,055,317	3,550,464	2,386,664	5,279,964	2,484,464	2,484,464	2,484,464
Please note:-											
Purple text indicates externally funded schemes											
Assume Disabled Facilities Grants will be funded at the same level											
An estimate of the rolling programme of vehicles has been used to provide a forecast											
Not all works or funding have been approved and are subject to change											

Capital Scheme	Funded By	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42
		£	£	£	£	£	£	£	£	£	£
Jubilee Gardens Refurbishment	Capital Receipts										
Tebay Playground Refurbishment	Capital Receipts										
Preesall Playing Fields Environmental Improvements	Grants and Contributions										
King George's Playing Field Phase 3	Grants and Contributions										
Forton Village Hall & Recreation Ground Play Area Improvements	Grants and Contributions										
Queen Elizabeth II Playing Field, Catterall Improvements	Grants and Contributions										
Restoration of the Mount	Grants and Contributions										
Hawthorne Park, Thornton - Playground improvements	Capital Receipts										
Scotts Green, Winmarleigh - Playground improvements	Capital Receipts										
Cell Eleven Monitoring	Grants and Contributions										
Rossall Sea Wall Improvement Works	Grants and Contributions										
Wyre Beach Management Business Case	Grants and Contributions										
Innovative Resilience Fund ECO-CoBS	Grants and Contributions										
Disabled Facilities Mandatory Grants	Grants and Contributions	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964
Empty Homes Delivery	Grants and Contributions										
Vehicle Replacement/Street Cleansing Mtnce	Revenue - Vehicle Replacement Reserve	404,500	404,500	404,500	404,500	404,500	404,500	404,500	404,500	404,500	404,500
Citizen Access Portal	Revenue - Value For Money Reserve										
Fleetwood Market Security Improvements	Revenue - Capital Investment Reserve										
Acquisition of fish and food processing commercial units	Grants and Contributions / Revenue - Property Investment Reserve										
Fleetwood HAZ	Grants and Contributions										
Public Sector Decarbonisation at Fleetwood Market	Grants and Contributions/Capital Receipts										
Copse Road Depot VMU Roller Shutter doors	Capital Receipts										
Changing Places Facilities - Central Car Park, Fleetwood	Grants and Contributions/Capital Receipts										
Changing Places Facilities - Wyre Estuary Country Park, Thornton	Grants and Contributions/Capital Receipts										
Thornton-Cleveleys Duck Pond Shelter	Grants and contributions /Revenue - Insurance Reserve										
Fleetwood Market Improvement Works	Capital Receipts										
UK Shared Prosperity Fund Projects	Grants and Contributions										
ICT Cyber Resilience and Disaster Recovery measures	Revenue-IT Strategy Reserve										
TOTAL		2,484,464	2,484,464	2,484,464	2,484,464	2,484,464	2,484,464	2,484,464	2,484,464	2,484,464	2,484,464
Funding Sources		2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42
		£	£	£	£	£	£	£	£	£	£
Grants and Contributions		9,214,721	18,171,606	17,530,825	14,833,317	3,145,964	2,079,964	2,079,964	2,079,964	2,079,964	2,079,964
Revenue - Capital Investment Reserve											
Revenue-IT Strategy Reserve											
Revenue - Vehicle Replacement Reserve		512,902	149,500	302,500	215,000	404,500	306,700	3,200,000	404,500	404,500	404,500
Revenue - Value For Money Reserve											
Revenue - Property Investment Reserve											
Revenue - Insurance Reserve											
Capital Receipts											
Loan											
TOTAL		9,727,623	18,321,106	17,833,325	15,048,317	3,550,464	2,386,664	5,279,964	2,484,464	2,484,464	2,484,464
Please note:-											
Purple text indicates externally funded schemes											
Assume Disabled Facilities Grants will be funded at the same level											
An estimate of the rolling programme of vehicles has been used to provide a forecast											
Not all works or funding have been approved and are subject to change											



Report of:	Meeting	Date
Councillor Michael Vincent, Leader of the Council and Rebecca Huddleston, Chief Executive	Council	20 April 2023

Constitution Amendments

1. Purpose of report

1.1 To enable changes to be made to the Council's Constitution.

2. Outcomes

2.1 More up to date and effective governance arrangements.

3. Recommendations

3.1 That the changes to Article 7, Part 2.07 of the Council's Constitution, relating to the Audit Committee's terms of reference, set out as track-changes in Appendix 1, be approved.

3.2 That Part 5.02, relating to the process and procedures for dealing with allegations of breaches of the Councillors Code of Conduct, be amended, as set out in Appendix 2.

3.3 That Part 5.05, relating to gifts and hospitality guidance for councillors, be amended to include the following words to point 6 of the protocol, as set out in Appendix 3:

"This includes gifts that are received from the same source which cumulatively, are over the value of £50 in a 12 month period".

3.4 That Part 5.06, relating to the local code of good practice for councillors and officers involved in the planning process, set out as track-changes in Appendix 4, be approved.

3.5 That Part 7.01 (Management Structure) and 7.02 (Scheme of Delegation) of the Council's Constitution be amended to reflect changes in the council's Management Structure and to reflect the current Executive and Non-Executive officer delegations.

4. Background

4.1 The Local Government Act 2000 requires all local councils to have a written Constitution. Most still very closely follow a national model drawn up when the 2000 Act was implemented. The Council's Constitution outline's Wyre's organisational structure and decision-making process. It also contains the procedures that make sure Wyre Council is efficient, transparent and accountable to local people. Reports are submitted by the Chief Executive on a regular basis to enable the Council to approve changes to the Constitution to take account of new legislation, changes to functions, structures, roles, responsibilities or procedures.

5. Key issues and proposals

5.1 Audit Committee Terms of Reference

In October 2022, the Chartered Institute of Public Finance and Accountancy (CIPFA) refreshed their guidance for Audit Committees (Audit Committees Practical Guidance for Local Authorities and Police – The Audit Committee Member in a Local Authority). In addition, a further supplement (Guiding the Audit Committee) was also published to support officers with responsibility for guiding the Audit Committee.

Therefore, the Audit Committee's terms of reference has been amended to reflect the new refreshed guidance from CIPFA issued in October 2022.

The proposed revised version of Article 7 is attached at Appendix 1.

5.2 Process and Procedures for dealing with allegations of breaches of the Councillors Code of Conduct

Following the adoption of the current Code of Conduct at Full Council on 27 January 2022 which is based on the Local Government Association's (LGA) Model Code the procedure for dealing with complaints has been reviewed and updated to ensure that it is up to date and in line with the new Code.

The LGA Guidance on Member Model Code of Conduct Complaint Handling has also been taken into consideration with the review and update.

Many of the amendments are minor to bring the procedure up to date with the new Code of Conduct and to make the process easier to follow.

Specific changes include the following:

- Update of the general principles and obligations to be followed when acting as a councillor in section 2 to bring in line with the wording within the Code of Conduct;
- Clarification regarding the Monitoring Officer and Independent Persons roles within section 4;
- Stages in the procedure (1 - 4) aim to provide greater clarity and make the process easier to follow. The LGA guidance encourages informal resolution where possible and appropriate stage 2 provides information as to how this is incorporated into the process, and;
- A section has been included to set out that a summary of complaints received is reported to Standards Committee at least annually.

The proposed revised version of Part 5.02 is attached at Appendix 2.

5.3 Gifts and Hospitality – Guidance for Councillors

This guidance forms part of the Council Constitution and has been reviewed to ensure it is up to date with current practice.

The review has resulted in an amendment in section 6 to include gifts received from the same source, which cumulatively are over the value of £50 in a 12 month period. This brings the guidance in line with that for officers.

The proposed revised version of Part 5.05 attached at Appendix 3.

5.4 Local Code of Good Practice for Councillors and Officers involved in the Planning Process

Part 5.06 has been amended to include clarification around the process of calling-in a planning application. The following additional wording is proposed:

“A ward councillor representing the ward within which a planning application site lies or a ward councillor representing an adjoining ward can request that a planning application be considered by the Planning Committee rather than by the Head of Planning & Regeneration in accordance with Part 7.02 of the Constitution - Scheme of Delegation. In doing so the councillor must not have a disclosable pecuniary interest relating directly to the planning application”.

In addition, this has been updated to include clarification regarding conflicts of interest, particularly with proposals submitted by serving and former councillors, officers and their close associates. The following additional wording is proposed:

“Proposals submitted by serving and former councillors, officers and their close associates and relatives are more likely to be presented to the Planning Committee for a decision than would otherwise be the case.”

A number of other minor changes have been made throughout the document mainly in relation to changes in job titles owing to restructures within the Planning Department.

The proposed revised version of Part 5.06 is attached at Appendix 4.

5.5 Management Structure and Scheme of Delegation

The management structure at Part 7.01 has been amended to reflect the current structure in particular that the Head of Assets has now moved back under the Corporate Director of Communities. A number of other minor changes have also been made to reflect the correct service/team names. These have been ‘track changed’ on the document.

The following changes to Part 7.02 Scheme of Delegation have been made:

- Non-Executive Functions Delegated to the Corporate Director Resources (S151 Officer) - amended to include the delegation to approve the naming and numbering of properties. This delegation has been removed from the Head of the Contact Centre;
- Executive and Non-Executive Functions Delegated to the Head of the Contact Centre and ICT Services (interim arrangement) - amended to reflect that the interim arrangement has now ceased with ICT services reporting directly to the Corporate Director Resources;
- Executive Functions Delegated to the Head of Planning Services - amended to reflect their correct title ‘Head of Planning and Regeneration’ and the current working practices within the team;
- Executive and Non-Executive Functions Delegated to the Head of Built Environment - amended to reflect the correct title ‘Head of Assets’; and
- A new Non-Executive Function Delegated to the Partnership Officer (CCTV) has been included to make reference to the requirement for officers to obtain approval from the Partnership Officer (or their deputy) prior to the purchasing, installing or modification of any CCTV system.

The proposed revised version of Part 7.01 is attached at Appendix 5. The proposed revised version of Part 7.02 is attached at Appendix 6.

Financial and legal implications	
Finance	None arising directly from this report.
Legal	The Council is required to have an up to date Constitution, including Rules of Procedure and Scheme of Delegation to ensure that all decisions are taken lawfully.

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	x
ICT	x
data protection	x

Processing Personal Data

In addition to considering data protection along with the other risks/ implications, the report author will need to decide if a 'privacy impact assessment (PIA)' is also required. If the decision(s) recommended in this report will result in the collection and processing of personal data for the first time (i.e. purchase of a new system, a new working arrangement with a third party) a PIA will need to have been completed and signed off by Data Protection Officer before the decision is taken in compliance with the Data Protection Act 2018.

report author	telephone no.	email	date
Joanne Billington	01253 887372	Joanne.Billington@wyre.gov.uk	28.03.2023

List of background papers:		
name of document	date	where available for inspection

List of appendices

Appendix 1 – Article 7 Audit Committee Terms of Reference

Appendix 2 – Part 5.02 Processes and Procedures for dealing with allegations of breaches of the Councillors Code of Conduct

Appendix 3 – Part 5.05 Guidance for Councillors and Officers on Gifts and Hospitality

Appendix 4 – Part 5.06 Local Code of Good Practice for Councillors and Officers Involved in the Planning Process

Appendix 5 – Part 7.01 Management Structure

Appendix 6 – Part 7.02 Scheme of Delegation

Audit Committee - Terms of Reference

7.01 Purpose

The audit committee is a key component of Wyre Council's ~~corporate~~ governance framework. It provides an independent and high-level focus on the adequacy of governance, risk and control arrangements. The committee's role in ensuring that there is sufficient assurance over governance, risk and control gives greater confidence to all those charged with governance that those arrangements are effective. ~~audit, assurance and reporting arrangements that underpin good governance and financial standards.~~

The ~~purpose of an~~ Audit Committee has oversight of both internal and external audit together with the financial and governance reports, helping to ensure that there are adequate arrangements in place for both internal challenge and public accountability. ~~is to provide those charged with governance, independent assurance of the adequacy of the risk management framework and the internal control environment. It provides independent review of the authority's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal and external audit, helping to ensure efficient and effective assurance arrangements are in place.~~

7.02 Core Functions

The Council will appoint an Audit Committee independent from both the Executive and the Overview and Scrutiny function and it will have the following core functions:

Governance, Risk and Control

- To review the council's corporate governance arrangements against the good governance framework, including the ethical framework and consider the local code of governance.
- To review the Annual Governance Statement (AGS) prior to approval and consider whether it properly reflects the risk environment and supporting assurances, taking into account the Audit and Risk Manager's/Head of Internal Audit's annual audit opinion.
- To consider whether the annual evaluation for the AGS fairly concluded that governance arrangements are fit for purpose, supporting the achievement of the authority's objectives.
- To consider the reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- To consider reports on the effectiveness of financial management arrangements, including compliance with CIPFA's Financial Management Code.
- To consider the council's arrangements to secure value for money and review assurances and assessment on the effectiveness of these arrangements.
- To monitor the effective development and operation of risk management in the council and monitor progress in addressing risk-related issues reported to the committee.
- To monitor counter-fraud, actions and resources and review the assessment of fraud risks and potential harm to the council from fraud and corruption.
- To review the effectiveness of the council's whistleblowing arrangements.

- To review the governance and assurance arrangements for significant partnerships or collaborations.

Internal Audit

- To approve the internal audit charter.
- To review proposals made in relation the appointment of external providers of internal audit services and to make recommendations ~~on their effectiveness.~~
- To approve the risk-based internal audit plan, including internal audit's resource requirements, and the approach to using other sources of assurances and any work required to place reliance upon those other sources.
- To approve significant interim changes to the risk-based internal audit plan and resource requirements.
- To make appropriate enquiries of both management and the Audit and Risk Manager to determine if there are any inappropriate scope or resource limitations.
- To consider any impairments to the independence or objectivity of the Audit and Risk Manager arising from additional roles or responsibilities outside of internal auditing and to approve and periodically review safeguards to limit such impairments. ~~approve and periodically review safeguards to limit impairments to the independence or objectivity of the internal audit team.~~
- To consider reports from the Audit and Risk Manager ~~Head of Internal Audit~~ on internal audit's ~~the~~ performance during the year, including the performance of external providers of internal audit services. These will include: - ~~This will include an update on the implementation of agreed recommendations.~~
 - o updates on the work of internal audit, including key findings, issues of concern and actions in hand as a result of internal audit
 - o regular reports on the results of the Quality Assurance Improvement Programme (QAIP)
 - o reports on instances where the internal audit function does not conform to the Public Sector Internal Audit Standards (PSIAS) and Local Government Application Note (LGAN), concerning whether the non-conformance is significant enough that it must be included in the AGS.
- To consider the Audit and Risk Manager's ~~Head of Internal Audit's~~ annual report, including:
 - o the statement of the level of conformance with the PSIAS and LGAN and the results of the QAIP that support the statement (these will indicate the reliability of the conclusions of internal audit)
 - o the opinion of the overall adequacy and effectiveness of the council's framework of governance, risk management and control, together with the summary of the work supporting the opinion (these will assist the committee in reviewing the AGS).
- To consider summaries of specific internal audit reports as requested.

Formatted

Formatted: Not Highlight

Formatted

- To consider a report on the effectiveness of internal audit to support the Annual Governance Statement where required to do so by the Accounts and Audit Regulations. ~~and also any external assessments of effectiveness; i.e. the quality assessment of internal audit that takes place at least once every five years in accordance with the Public Sector Internal Audit Standards.~~
- To provide free and unfettered access to the Audit Committee Chair for the Audit and Risk Manager ~~Head of Internal Audit~~, including the opportunity for a private meeting with the committee.
- To receive reports outlining the action taken where the Audit and Risk Manager ~~Head of Internal Audit~~ has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions.
- To contribute to the QAIP and in particular to the external quality assessment of internal audit that takes place at least once every five years.

Formatted: Indent: Left: 1.89 cm, No bullets or numbering

Formatted: Not Highlight

Formatted: Not Highlight

Formatted: Not Highlight

Formatted: Not Highlight

External Audit

- To ~~receive and comment upon~~ the scope and depth of external audit work and External Auditor's Annual Plan, ~~considering the scope and depth of external audit work and to~~ ensure it gives value for money.
- To monitor the External Auditor's progress with the Annual Plan.
- To consider the External Auditors' annual letter, relevant reports and the report to those charged with governance.
- To consider specific reports as agreed with the External Auditor.
- To advise and recommend on the effectiveness of relationships between internal and external audit and other inspection agencies or relevant bodies.
- To provide free and unfettered access to the Audit Committee Chair for the External Auditors, including the opportunity for a private meeting with the committee.
- To support the independence of external audit through consideration of the external auditor's annual assessment of its independence and review of any issues raised by PSAA. ~~consider periodically (at least annually) whether the Auditors appointed to carry out the External Audit function remain independent and objective and, that their judgement in carrying out that role has not been impaired as a consequence of their participation in any non-audit reviews, services or advice provided to the council.~~
- To consider additional commissions of work from external audit.

Financial Reporting

- To review the annual Statement of Accounts on behalf of Full Council in accordance with the Accounts and Audit Regulations 2015. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
- To monitor the arrangements and preparation for financial reporting to ensure that statutory requirements and professional standards can be met.

- To consider the External Auditor's report to those charged with governance on issues arising from the audit of the accounts.
- To consider and endorse amendments to the Council's Financial Regulations and Contract Procedure Rules and, on behalf of Full Council, give any instructions to the Section 151 Officer as may be appropriate.

Accountability Arrangements

- ~~To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements and internal and external audit functions. prepare an annual report to Full Council setting out the committee's work and performance during the year in relation to the terms of reference and to refer to Council any matters it shall see fit.~~
- To report to Full Council on a regular basis on the committee's performance in relation to the terms of reference and effectiveness of the committee in meeting its purpose.
- To review any issue referred to it by the Chief Executive, Monitoring Officer or any Council body.
- To publish an annual report on the work of the committee, including a conclusion on the compliance with the CIPFA Position Statement.

Other core functions

- To undertake the annual review of the council's use of the Regulation of Investigatory Powers Act 2000 (RIPA), ensuring compliance with the Code of Practice.
- To receive updates and reports from the Head of Governance and Business Support (Data Protection Officer) and to approve policies in relation to Cyber Security and compliance with the Data Protection Act and Regulations made under the Act.

PROCEDURES FOR DEALING WITH ALLEGED BREACHES OF THE CODE OF CONDUCT BY COUNCILLORS

Explanatory Notes

1. Introduction

This procedure applies when a complaint is received that a councillor has or may have failed to comply with the council's Code of Conduct for Councillors.

The arrangements governing standards of behaviour by local councillors are established in Section 28 of the Localism Act 2011, and specified in regulations made under the Act.

The council is required by the Act to approve a Code of Conduct for Councillors and agree procedures for dealing with any alleged breaches of that Code. Wyre Council's Code of Conduct is based on the Local Government Association's Model Councillor Code of Conduct issued May 2021 with some amendments to reflect local practices in Wyre.

Parish and Town Councils within the Wyre area are also required either to adopt the Wyre Code or to approve their own Code of Conduct. Any complaints about breaches of such Codes by Parish or Town Councillors have to be submitted to Wyre Borough Council's Monitoring Officer and, will be dealt with under the procedures set out in these notes.

2. What is the Code of Conduct?

The purpose of the code is to assist councillors in modelling the behaviour that is expected of them. It specifies that councillors must have regard to the Seven Principles of Public Life, also known as the Nolan Principles. Based on these, the following general principles and obligations should be followed when acting as a councillor:

- act with integrity and honesty;
- act lawfully;
- treat all persons fairly and with respect;
- lead by example and act in a way that secures public confidence in the role of councillor;
- impartially exercise responsibilities in the interests of the local community;
- not to improperly seek to confer an advantage, or disadvantage, on any person;
- avoid conflicts of interest;
- exercise reasonable care and diligence; and
- ensure that public resources are used prudently in accordance with the local authority's requirements and in the public interest.

The code sets out the councillor obligations, which are the minimum standards of conduct required and specifies arrangements for the registration and declaration of financial and other interests, which must be followed by councillors.

A full copy of the Wyre Code of Conduct is included in Part 5.01 of the Council's Constitution.

3. How to make a complaint

If you wish to make a complaint, please submit it to the council's Monitoring Officer, using the online form available [here](#). Please make clear, in particular, which of the requirements of the Code of Conduct you think the councillor(s) has breached.

Anonymous complaints will not be considered.

Any councillor who is the subject of a complaint (the subject member) will be informed by the Monitoring Officer of the complaint either during or at the conclusion of stage 1 of this process. The Monitoring Officer will normally tell the subject member the name of the complainant and the details of the complaint, unless he/she considers that there are special reasons for keeping that information confidential.

4. How will your complaint be dealt with?

A flowchart which shows, in diagrammatic form, how your complaint will be dealt with and by whom, is set out at Annex A.

Monitoring Officer

Your complaint will be dealt with, in the first instance, by the council's Monitoring Officer. The council is required by the Local Government and Housing Act 1989 to designate a senior officer to undertake this role, which has various responsibilities relating to complaints. He/she will consult with one of the Independent Persons, appointed by the council for this purpose, under the provisions of the Localism Act.

The council's Deputy Monitoring Officer will assist the Monitoring Officer with consideration of, and investigation of complaints. Reference to the Monitoring Officer throughout this document may also include the Deputy Monitoring Officer.

Independent Persons

Independent Persons are people who are neither councillors nor officers of the council but are appointed under Section 28 of the Localism Act 2011 to work with the council to support them with Code of Conduct complaints and standards issues. Under the Localism Act their views must be sought and taken into account on any matter under investigation. The subject member may seek their views at any stage of the process.

Stage 1 – Procedure for Initial Assessment of the Complaint

The complaint will automatically be rejected if:

- The subject member was not a councillor at the time of the alleged misconduct.
- The subject member was not acting in their capacity as a councillor at

the time of the alleged misconduct.

Where a complaint is rejected on either of the above grounds the Monitoring Officer will write to the complainant explaining why their complaint cannot be dealt with under this procedure.

The Monitoring Officer may request further information from the complainant, the subject member or any other persons as appropriate before reaching a decision.

If the complaint has not been rejected on either ground as set out above the Monitoring Officer will then go on to further assess the complaint including consideration of the following:

- Is the complaint very minor or trivial?
- Is the complaint vexatious or malicious, politically motivated or ‘tit for tat’?
- Is the complaint about or related to historical issues?
- Is there a potential breach of the Code of Conduct?
- Is it in the public interest to investigate or take action on the complaint?

The options available to the Monitoring Officer, at this stage in the process, are:

- To reject the complaint or to decide to take no action – in which case he/she will state the reason for doing so;
- To seek further information, usually from the complainant, to clarify the particulars of the complaint;
- To seek an informal resolution (including, for example, an apology, or mediation);
- To carry out further investigation, or appoint another officer or an external person to investigate the complaint;
- To refer the complaint to the Police or other investigatory body (e.g. the Department of Work and Pensions), if a criminal offence has, potentially, taken place.

If the decision is to take no action over a complaint, then as soon as possible after making the decision notification will be sent to the complainant and subject member of the decision setting out clearly the reasons for that decision including the views of the Independent Person.

Stage 2 - Informal Resolution

The Monitoring Officer will seek the views of the Independent Person in considering whether informal resolution is the most appropriate way of dealing with a complaint.

An informal resolution is a more proportionate way of dealing with relatively minor allegations, one-off incidents or underlying disagreements between individuals.

Informal resolution may be sought following initial investigations, which is likely

to include seeking further information from the complainant and subject member.

Notification of the outcome of the informal resolution process should be sent to the complainant and the subject member stating what the allegation was and the resolution recommended.

Types of informal resolution might include:

- An apology from the subject member;
- An agreement from the subject member to attend relevant training or take part in a mentoring process;
- Engaging in a process of mediation or conciliation between the subject member and the complainant; or
- Any other action capable of resolving the complaint.

If the Monitoring Officer's attempts to reach an informal resolution are unsuccessful, he/she can reconsider the complaint and pursue other options available or refer for formal investigation as set out below.

Stage 3 - Formal Investigation and report

Any investigation, under Stage 3 of this process, will be conducted either by the Monitoring Officer or a person appointed by him/her. (If the Monitoring Officer himself/herself conducts the investigation he/she will not be able to act as the advisor to the Standards Committee at any subsequent hearing relating to that complaint).

The investigating officer will examine any available evidence of the alleged Breach and will interview the complainant, the subject member and, if appropriate, any witnesses. He/she will prepare a report setting out:

- Established/agreed facts;
- Facts which are not agreed and corresponding conflicting evidence;
- His/her conclusion on whether or not there has been a breach of the Code of Conduct.

Completion of the investigation

The Investigation Report will be considered by the Monitoring Officer with the Independent Person. The Monitoring Officer can dismiss the complaint, seek an informal resolution or take other action as appropriate including referring the matter to a Standards Hearing.

If the conclusion of the investigation is that there has been no breach of the Code of Conduct, the Monitoring Officer will inform the complainant and the subject member of that finding and tell them either that no further action is to be taken or, if applicable, that he/she intends to take some other action outside of the complaints process.

If the conclusion of the investigation is that there has been a breach of the Code of Conduct, the Monitoring Officer can seek to resolve the issue

informally without a hearing, for example, by the subject member admitting the breach and apologising. However, if the Monitoring Officer cannot reach a suitable resolution or he/she considers such an approach to be inappropriate, he/she will arrange a hearing of the Standards Committee.

Stage 4 – Standards Committee Hearing

A hearing may be called where the investigator has concluded that there has been a breach of the Code of Conduct and the Monitoring Officer has concluded that the matter cannot otherwise be resolved informally.

The hearing will be arranged at least 14 days and no later than 3 months after the investigation report has been issued. Where that is not possible, the Monitoring Officer should notify the relevant parties of the reason for the delay and provide an estimated timescale.

If a complaint has reached this stage, the hearing will normally be held in public, in order to promote public confidence and ensure fairness and transparency. However, the Committee will be able to resolve to exclude the public and press whilst any confidential or exempt information is considered and will usually do so when reaching its decision.

Once a date has been set for the hearing the Monitoring Officer will notify:

- The subject member;
- The investigator;
- The relevant Independent Person;
- The complainant (if appropriate);
- The clerk of any relevant town or parish council.

If the subject member is unable to make the specified date the panel may arrange the hearing to be held on a different date, provided that they are satisfied that the subject member has given an acceptable reason. Where the subject member does not give an acceptable reason or does not reply within a specified time, the panel will proceed with the date and may consider the report in the subject member's absence.

Arrangements for the hearing will be made in accordance with the pre-hearing procedure attached as Annex B.

The procedures to be followed at the hearing are set out in Annex C.

The decisions available to the Committee are:

- to take no further action
- to reach an informal resolution between the complainant and the subject member (if agreed by both parties)
- if it finds that there has been a breach of the Code, to impose one or more sanctions listed in paragraph 20 of the Hearing Procedure attached as Annex C.

5. Appeals

There is no right of appeal available either to a complainant or a subject

member against conclusions reached or actions taken by the Monitoring Officer or decisions made by the Standards Committee at any stage in this process.

6. Standards Committee Reports

The Monitoring Officer will submit a summary report of complaints received to each scheduled meeting of the Standards Committee where there is other business to be transacted and otherwise report all complaints annually. Information provided to the committee will include the types of allegations received since the previous meeting and a brief summary of the current position on complaints being dealt with under this process. Information about the names of individuals or specific details of complaints will not be made available at this stage in the process.

No Councillor should reveal any information to the media or in public about a complaint which is currently being dealt with or is not upheld.

7. Additional help and contact details

In line with the requirements of the Equality Act 2010, we can make reasonable adjustments to assist you, if you have a disability that prevents you from making your complaint in writing.

We can also help if English is not your first language.

If you need any support in completing this form or, if you need any further clarification of the complaints process please contact the Monitoring Officer on 01253 887605 or the Democratic Services and Scrutiny Manager on 01253 887481.

When you have completed the attached form, please send it to:

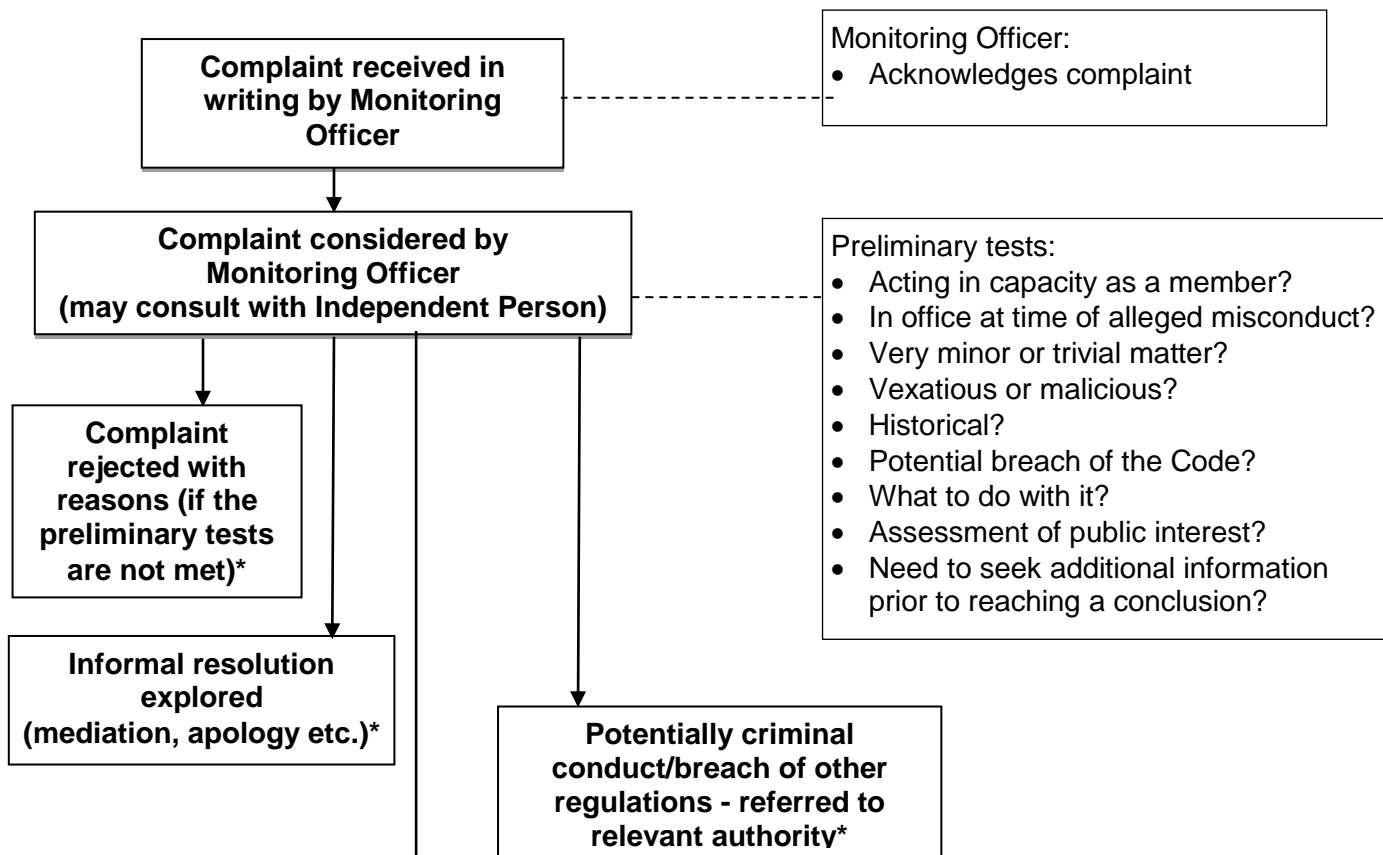
The Monitoring Officer
Wyre Borough Council
Civic Centre
Breck Road
Poulton-le-Fylde
Lancashire
FY6 7PU

Or email to: monitoringofficer@wyre.gov.uk

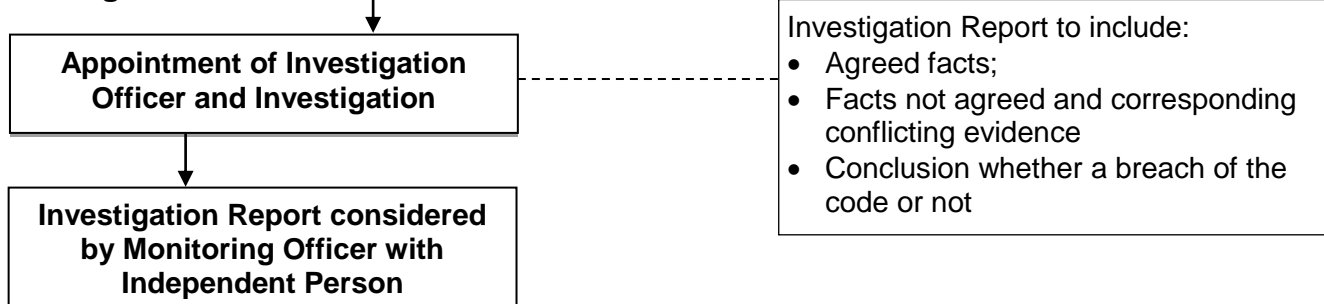
ANNEX A

Complaints Procedure Flowchart

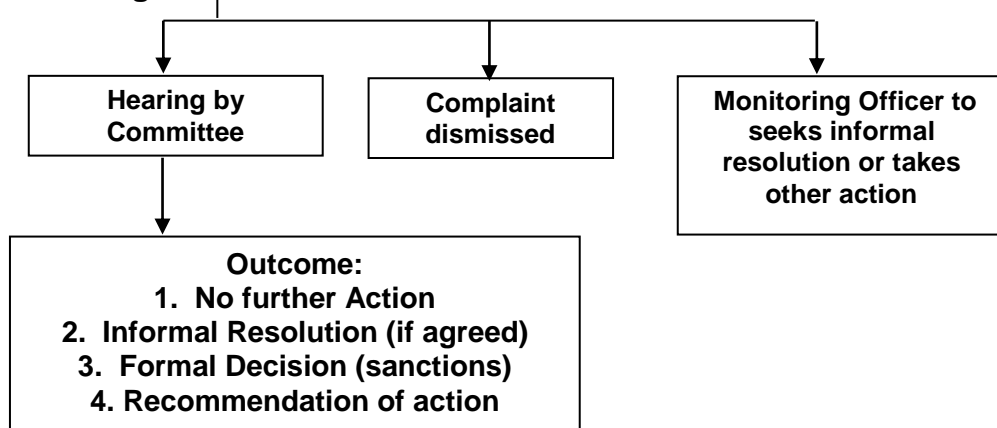
Stage 1/2



Stage 3



Stage 4



The Monitoring Officer will submit summary information on each complaint to each scheduled meeting of the standards Committee.

ANNEX B**STANDARDS COMMITTEE
PRE-HEARING PROCEDURE**

1. Where an investigation report has found that there has been a breach of the Code of Conduct, and the matter cannot otherwise be resolved by local resolution, for example by the Subject Member admitting the breach and apologising, a hearing will be arranged. The hearing will generally be a meeting of the Committee convened specifically for that purpose.
2. A copy of the investigation report will be sent to the Subject Member, the complainant, the clerk to the town/parish council if the complaint relates to the Subject Member's conduct as a parish councillor, and to the Independent Person.
3. The Subject Member will be asked for a written response within ten working days. The response should set out the Subject Member's reply to the Investigating Officer's report and state whether he/she disagrees with any of the findings of fact in the report, giving the reasons for any disagreement. The response must also state if he/she:
 - wishes to be represented or accompanied by another person;
 - wishes to give evidence to the Committee, either orally or in writing;
 - wishes to call relevant witnesses to give evidence to the Committee;
 - wishes any part of the hearing to be held in private;
 - wishes any part of the Investigating Officer's report or other relevant documents to be withheld from the public.

The Subject Member may seek the views of the Independent Person who has not been involved in the consideration of the earlier stages in the complaints process.

4. The Subject Member will be informed that if, at the hearing by the Committee, he/she seeks to dispute any matter contained in the Investigating Officer's report without having previously notified the intention to do so, the Committee may refuse to allow the disputed matters to be raised unless satisfied that there are good reasons why they have not been raised beforehand.
5. Upon receipt of the Member's response, the Investigating Officer will be invited to comment on it within ten working days, and to say whether or not he/she:
 - wishes to call relevant witnesses to give evidence or submit written or other evidence to the Committee
 - wishes any part of the hearing to be held in private
 - wishes any part of the report or other relevant documents to be withheld from the public
6. Upon receipt of the Investigating Officer's response, the person advising the Committee at the hearing (either the Monitoring Officer or if he/she has carried out the investigation, the Deputy Monitoring Officer) will consider the responses of the Subject Member and the Investigating Officer and set a date for the hearing in consultation with the chairman of the Committee.

7. The Subject Member and the Investigating Officer will be entitled to request that any witnesses they want should be called. However, the Chairman of the Committee may limit the number of witnesses to be called, if he/she believes the number requested is unreasonable and that some witnesses will simply be repeating the evidence of earlier witnesses, or else not providing evidence that will assist the Committee to reach its decision.
8. Nothing in this procedure shall limit the Chairman of the hearing from requesting the attendance of any additional witnesses whose evidence he/she considers would assist the Committee to reach its decision.
9. The Monitoring Officer, in consultation with the Chairman and the Independent Person, will:
 - confirm a date, time and place for the hearing
 - confirm the main facts of the case that are agreed
 - confirm the main facts that are not agreed
 - provide copies of any written evidence to the relevant parties
 - confirm which witnesses will be called by the parties
 - provide the parties with copies of the proposed procedure for the hearing, specifying which parts of the matter, if any, may be considered in private

ANNEX C**STANDARDS COMMITTEE
HEARING PROCEDURE**

1. The Hearing Committee will decide, on a balance of probabilities, on the evidence presented to it, whether the complaint is upheld.
2. All matters will be decided by a simple majority of votes cast. If there are equal numbers, the Chairman shall have a second and casting vote.
3. The Independent Person will attend the hearing in an advisory, non-voting capacity.
4. The meeting will be open to the press and public unless confidential or exempt information is likely to be disclosed and a resolution is passed to exclude them.
5. The Procedure for the hearing shall be as follows, but the Chairman may agree to vary this procedure in any particular instance where he/she is of the opinion that such variation is necessary in the interests of fairness.
6. The Subject Member may be represented or accompanied during the meeting with the permission of the Committee. It is the responsibility of the Subject Member to arrange any representation.
7. The Committee may take advice from the Monitoring Officer/Deputy Monitoring Officer (provided that they have not conducted the investigation) at any time during the hearing or during its deliberations. The substance of any advice given to the Committee will be shared with the Subject Member and Investigating Officer if they are present at the hearing.
8. At the start of the hearing, the Chairman will introduce each of the members of the Committee, the Independent Person, the Subject Member (if present), the Investigating Officer (if present) and any other officers present, and shall then explain the procedure which the Committee will follow in the conduct of the hearing.
9. The Committee shall then confirm that it is quorate, and deal with any disclosures of interests.
10. If the Subject Member is not present at the start of the hearing:
 - The Chairman will ask the Monitoring Officer/Deputy Monitoring Officer whether the Subject Member has indicated his/her intention not to attend the hearing.
 - The Committee will then consider any reasons which the Subject Member has provided for not attending the hearing and will decide whether it is satisfied that there is sufficient reason for such failure to attend.
 - If the Committee is satisfied with such reasons, it will adjourn the hearing to another date.
 - If the Committee is not satisfied with such reasons, or if the Subject Member has not given any such reasons, the Committee will decide whether to consider the matter and make a determination in the absence of the Subject Member, or to adjourn the hearing to another date.

11. After the preliminary procedures, the Committee will consider whether or not there are any significant disagreements about the facts contained in the Investigating Officer's report.
12. If there is disagreement, the Investigating Officer will present the evidence which is relevant to the facts in dispute. With the permission of the Committee, witnesses can be called to give relevant evidence. The Subject Member, the Committee members and the Independent Person may ask questions of the Investigating Officer or any witness.
13. The Subject Member or his/her representative will then present the evidence that is relevant to the facts in dispute. With the permission of the Committee, witnesses can be called to give relevant evidence. The Investigating Officer, the Committee members, the Independent Person and the Monitoring Officer/Deputy Monitoring Officer, may ask questions of the Subject Member or any witnesses.
14. If the Subject Member disagrees with any relevant fact in the report without having given prior notice, he or she must give good reasons for not mentioning it before the hearing. After considering the Subject Member's explanation, the Committee may continue with the hearing, relying on the information in the report, may allow the Subject member to make representations about the issue and invite the Investigating Officer to respond and call any witnesses as necessary, or may postpone the hearing to arrange for appropriate witnesses to be present.
15. Having usually considered the evidence submitted in public the Committee will consider in private, with the Independent Person and the Monitoring Officer (or the Deputy Monitoring Officer), its findings of fact, and its conclusion on whether there has been a failure to comply with the Code of Conduct. Depending on the complexity of the case, this may be done in two stages, with the Committee first hearing evidence and making findings of fact, and then hearing representations as to whether, on those facts, there has been a failure to comply with the Code of Conduct and making a finding on that issue.
16. At any stage in the consideration of the matter, the Committee may return to ask further questions of the Investigating Officer or the Subject Member or seek further information. The other party will be given an opportunity to comment upon the questions asked or the responses made.
17. At the conclusion of the Committee's deliberations, the Chairman will advise the Subject Member and the Investigating Officer of their findings.
18. If the Committee concludes that the Subject Member has failed to comply with the Code of Conduct, the Chairman will invite representations from the Investigating Officer and the Subject Member as to what action, if any, it should take, and will take advice also from the Independent Person. The Committee may ask questions of the Subject Member and the Investigating Officer. The Subject Member will be invited to make any final relevant points.
19. The Committee shall then consider in private, with the Independent Person and the Monitoring Officer or Deputy Monitoring Officer) whether to impose a sanction, and, if so, what sanction to impose and when that sanction should take effect.

20. The sanctions open to the Committee are:
- to censure the subject member;
 - to report its findings to full Council (or relevant parish council);
 - to recommend the subject member's Group Leader (or in the case of an ungrouped member to recommend to the Council) the removal of the Subject Member from any or all Committees;
 - if the subject member is a member of the Cabinet, to recommend the Leader of the Council to remove them from the Cabinet or to relieve them of particular Portfolio Holder responsibilities (in some circumstances this might be for a limited period of time);
 - to recommend to the subject members Group Leader that he/she be removed from some or all outside appointments to which he/she has been appointed by the Council;
 - to instruct the Monitoring Officer to request the subject member to attend training;
 - to withdraw any equipment or privileges provided to the subject member by the Council for a specified period of time as deemed appropriate by the Committee;
 - to exclude the subject member from the Council's offices with the exception of meeting rooms as necessary for attending Council, Committee or Task Group meetings, for a specified period of time;
 - if relevant recommend to council that the subject member be removed from their role as leader of the authority;
 - if relevant recommend to the secretary or appropriate official of a political group that the councillor be removed as group leader or other position of responsibility.
21. If the finding relates to the Subject Member's conduct in his/her capacity as a town/parish councillor, the Committee will report its findings to the town/parish council, and may make recommendations to the town/parish council on the imposition of sanctions.
22. In deciding to impose a sanction, the Committee will consider all the relevant circumstances.
23. The Chairman will announce the decision of the Committee. Written notice of the findings of the Committee will be given as soon as is reasonably practicable to the Subject Member. If the complaint was against the Subject Member as a town/parish councillor, written notice of the findings of the Committee will also be sent to the Town/Parish Clerk.
24. The Committee may consider making any recommendations to the authority concerned with a view to promoting higher standards of conduct among its members.
25. The decision of the Committee, whether or not there has been a finding of breach of the Code of Conduct, will be made public.

COMPLAINT FORM: ALLEGED BREACHES OF THE COUNCILLORS CODE OF CONDUCT

Your Details

1. Please provide us with your name and contact details:

Title (Mr/Mrs/Ms/Other):

First Name:

Last Name:

Address:

Daytime Telephone:

Evening Telephone:

Mobile Telephone:

Email Address:

(Please see attached notes explaining who this information will be given to).

2. Please tell us whether you are:

- A member of the public
- An elected or co-opted Councillor
- A Member of Parliament
- A Monitoring officer for another Council
- A Council employee
- Other (please specify)

3. Please state the name of the Councillor(s) you believe have breached the Code of Conduct and which Council they are a Member of:

<u>First Name</u>	<u>Last Name</u>	<u>Council Name</u>

(Please note that if your complaint relates to a Wyre Borough Councillor who is also a Lancashire County Councillor or a Member of a Parish or Town Council within the Wyre area, then the information on this form may be shared with that other Council).

4. Please explain in this section what the Councillor has done that you believe breaches the Code of Conduct. If you are complaining about more than one Councillor you should clearly explain what each individual person has done that you believe breaches the Code of Conduct.

It is important that you provide all the information you wish to have taken into account by the Monitoring Officer when he/she decides whether to take any action on your complaint. For example:

- You should state which specific provision(s) in the Code of Conduct which you think the Councillor has failed to comply with.
- You should be specific, wherever possible, about exactly what you are alleging the member said or did. For instance, instead of writing that the member insulted you, you should state what it was they said.
- You should provide the dates of the alleged incidents wherever possible. If you cannot provide exact dates it is important to give a general timeframe.
- You should confirm whether there are any witnesses to the alleged conduct and provide their names and contact details if possible.
- You should provide any relevant background information.

Please provide us with the details of your complaint. Continue on a separate sheet if there is not enough space on this form.

- 5. If you do not want your name to be revealed to the Councillor you are complaining about, please say why here.

(Please see attached notes explaining how such requests will be considered).

Date:

Please send your completed form to:

The Monitoring Officer
Wyre Borough Council
Civic Centre
Breck Road
Poulton-le-Fylde
Lancashire
FY6 7PU

Or email to: monitoringofficer@wyre.gov.uk

GUIDANCE FOR COUNCILLORS AND OFFICERS ON GIFTS AND HOSPITALITY

Guidance for Councillors on Gifts and Hospitality

1. This Guidance is intended to complement the council's Members' Code of Conduct. It offers guidance to Councillors with regards to best practice and the need to preserve integrity and demonstrate good governance. It has been written to protect both individual Councillors and the council. The intention of the Guidance is to ensure that the council can demonstrate that no undue influence has been applied or could be said to have been applied by any supplier or anyone else dealing with the council and its stewardship of public funds.
2. All Councillors have undertaken to abide by the council's Code of Conduct. Councillors must not use their authority or office for personal gain and shall seek to uphold and enhance the standing of the council by;
 - Maintaining an unimpeachable standard of honesty and integrity in all their business relationships.
 - Complying with the law, regulations and the council's own policies and procedures.
 - Rejecting any business practice that might be deemed improper.
 - At all times when acting for or on behalf of the council, put the interests and the reputation of the council first.
3. As a general rule **business gifts and hospitality should not be accepted by any Councillor**. The general test of caution is one of common sense. Would the public question the appropriateness of hospitality or gifts received by the councillor? You must never solicit a gift or hospitality, or accept any gift or hospitality offered as an inducement or which puts you under any obligation. On the other side of the coin, Councillors often do not wish to cause offence by rejecting a gift or offer of hospitality, for example when a member of the public wants to reward good service by offering chocolates, or a bottle of wine. It's about where to draw the line.
4. In summary, if a gift is received or hospitality accepted, unless it is of purely "token" value (e.g. a calendar, pen, or free gift at an exhibition), it should be declared to the Monitoring Officer, who will record the details in the council's register. Any such gifts should be reported to the Monitoring Officer as soon as possible and, in any case, within 28 days of receipt.
5. If you register the gift, or hospitality you received, it is then on the public record and open to scrutiny if necessary. It cannot later be alleged that the gift or hospitality was accepted, in a secret, 'underhand' way, with an ulterior motive.
6. Prior to accepting **any** gift or hospitality with a value of **£50** or more, a Councillor must seek authorisation from the Monitoring Officer. This includes gifts that are received from the same source which cumulatively, are over the value of £50 in a 12 month period. Only once consent has been given should the councillor take ownership. The details must then be provided immediately to the Monitoring Officer for recording in the council's register.

7. In relation to conventional hospitality (lunches, outings etc.) these should only be accepted provided that it is normal and reasonable in the circumstances to do so. An invitation that appears over-generous should be declined; it could be seen as an inducement to affect a Council decision. Again, you must declare the hospitality and it is advisable to discuss the offer with the Monitoring Officer if you are in any doubt as to the motive.
8. The register of gifts and hospitality and interests will be constantly updated and reviewed by the Monitoring Officer and the information will be retained for a period deemed necessary to demonstrate good governance and to address any allegations of misconduct accordingly.

Step by Step Guide

1. **Token Gifts** with no real monetary value can be accepted and do not need to be declared. These include calendars, pens etc. If you are in any doubt as to the classification of token gifts, ask the Monitoring Officer.
2. **Gifts Under £50** in value can be accepted but must be declared as soon as possible and, in any case, within 28 days of receipt. An entry will be made on the council's register by the Monitoring Officer.
3. **Gifts Over £50** in value must not be accepted without prior permission from the Monitoring Officer. If authorisation is given, and the gift accepted, it must then be registered as above.

To

Declaration of Receipt of Gifts or Hospitality

Name	
What was the gift or hospitality?	
What is your best estimate of its market value or cost?	
Who provided it?	
When and where did you receive it?	
Did you get the consent of any officer before accepting it? If so, who?	
Were there any special circumstances justifying acceptance of this gift or hospitality?	
Do you have any contact in your role as a Councillor with the person or organisation providing the gift or hospitality?	
Signed	Date

Policy for Officers on Gifts and Hospitality and Registering Interests

1. This policy is intended to complement the council's Employee Code of Conduct and Disciplinary Procedures and offers guidance for officers with regards to best practice and the need to preserve integrity and demonstrate good governance. It has been written to protect the officer as much as to protect the council. The intention of the policy is to ensure that the council can demonstrate that no undue influence has been applied or could be said to have been applied by any supplier or anyone else dealing with the council and its stewardship of public funds.
2. Officers of the council are bound by specific rules, codes of conduct and protocols, as are Members. Officers shall not use their authority or office for personal gain and shall seek to uphold and enhance the standing of the council by:
 - Maintaining a high standard of honesty and integrity in all their business relationships;
 - Complying with the law, regulations and the council's own policies and procedures;
 - Rejecting any business practice that might be deemed improper; and
 - Placing the interests and the reputation of the council first when acting for or on behalf of the council.
3. As a general rule, **business gifts and hospitality should not be accepted by any member of staff**. The general test of caution is one of common sense. Would the public question the appropriateness of hospitality or gifts received by the officer? On the other side of the coin, officers often do not wish to cause offence by rejecting a gift or offer of hospitality, for example when a member of the public wants to reward good service by offering chocolates or a bottle of wine. It's about where we draw the line.
4. Personal interests that may impinge or might reasonably be deemed by others to impinge on an employee's impartiality or conflict with the duty owed to the council should be declared in writing. These could be an officer's interests outside work, membership or affiliations to societies or clubs, business interests etc. Anything that may lead to allegations of bias or favouritism; whether it is financial or political, should be declared.
5. The council must be able to show that all its decisions are reached on the basis of value for money for the public and no other reason. Any consideration of whether or not the principles of this policy have been breached will be determined by reference to this principle.
6. Any breach of this policy and the associated codes of conduct could lead to disciplinary action being taken.
7. It is always best to seek a second opinion as to the appropriateness of any gift, hospitality, or regards any interests held outside the council that may be construed as influential, leading to favouritism. If you register the gift, or hospitality you received, or interest you have, it is then on the public record and open to scrutiny if

necessary. It cannot later be alleged that the gift or hospitality was accepted, or interest held, in a secret, 'underhand' way, with an ulterior motive.

8. If a gift is received or hospitality accepted **up to the value of £25**, unless it is of purely "token" value (e.g. diary, pen, free gift at an exhibition), it should be declared using the on-line register from on the HUB for inclusion in the council's register.
9. Prior to accepting any gift or hospitality with **a value of £25 or more**, the Officer should seek authorisation from their immediate line manager, or their Director. Only once consent has been given should the Officer take ownership and complete the on-line register form. Documentation supporting the acceptance should be passed to the Head of Governance and Business Support immediately.
10. In instances where the Chief Executive is in receipt of a gift or hospitality over the value of £25, approval must be sought from the Leader of the council. However, if both the Chief Executive and the Leader of the council are both in receipt of a gift or hospitality, approval must then be sought from the Cabinet.
11. If gifts are received from the same source which cumulatively, are over the value of £25 in a 12 month period, then these must be declared and the officer should seek authorisation from their manager, their Corporate Director or in compliance with the authorisation in paragraph 10 above.
12. The council prohibits the acceptance of cash gifts of any value.
13. Any personal interests that may impinge or might reasonably be deemed by others to impinge on an Officer's impartiality, or cause conflict with the duties of a Council officer as detailed above (such as conflicting business interests) should be declared in writing to the Officer's line manager. The details should then be passed to the Head of Governance and Business Support to be entered onto the council's Register.
14. In relation to conventional hospitality (lunches, golf days, etc) these should only be accepted provided that it is normal and reasonable in the circumstances to do so. An invitation that appears over-generous should be declined; it could be seen as an inducement to affect a Council decision. Again, you must declare the hospitality and it is advisable to discuss the offer with your line manager if you are in any doubt as to the motive.
15. Any officer who is aware of any business dealings conferring personal gain, or involving relatives or associates of a member of staff must supply these details to the Head of Governance and Business Support for entry into the Register. The council's Whistle Blowing Policy can be used to divulge such information in confidence.
16. The council's Monitoring Officer and Audit Committee will inspect the register of gifts, hospitality and interests annually, and the information will be retained for a period deemed necessary to demonstrate good governance and to address any allegations of misconduct accordingly.
17. The effectiveness of this policy will be reviewed regularly by carrying out various training / refresher exercises.

REMEMBER >>> If in doubt, declare it!!.**Step by Step Guide**

1. **Token gifts** with no real monetary value can be accepted and do not need to be declared. These include calendars, diaries, pens etc. If you are in any doubt as to the classification of token gifts, just ask.
2. **Gifts under £25** in value can be accepted but must be declared to your line manager and reported using the on-line form on the HUB for inclusion on the council's register.
3. **Gifts over £25** in value must not be accepted without prior permission from line management or Corporate Director. If authorisation is given, and the gift accepted, it must then be registered as above.
4. **Declaration of Interests**; if you feel that a personal involvement outside of work may affect judgements made in work, or be construed as doing so, these must be declared and registered as above.
5. **Cash gifts of any value are strictly prohibited!**

Some useful links / contacts

Employee Code of Conduct	https://wyregovuk.sharepoint.com/sites/HumanResourcesDepartment/SitePages/Policies-and-procedures.aspx
Whistleblowing policy	https://wyregovuk.sharepoint.com/sites/Governance/SitePages/Counter-fraud-and-corruption.aspx
Anti- Fraud, Corruption and Bribery	https://wyregovuk.sharepoint.com/sites/Governance/SitePages/Counter-fraud-and-corruption.aspx
Disciplinary Policy	https://wyregovuk.sharepoint.com/sites/HumanResourcesDepartment/SitePages/Policies-and-procedures.aspx
Head of Governance and Business Support	Joanne.billington@wyre.gov.uk or telephone 01253 887372
Monitoring Officer	Mary.grimshaw@wyre.gov.uk or telephone 01253 887214
Deputy Monitoring Officer	Jane.collier@wyre.gov.uk or telephone 01253 887506

**LOCAL CODE OF
GOOD PRACTICE FOR
COUNCILLORS AND OFFICERS
INVOLVED IN THE
PLANNING PROCESS**

Contents

1. Introduction.
2. Background.
3. General Role and Conduct of Councillors and Officers.
4. Registration and Declaration of Interests: Predetermination, Predisposition or Bias.
5. Development Proposals submitted by Councillors and Officers; and Council Development.
6. Lobbying of and by Councillors.
7. Pre-Application Discussions.
8. Officer Reports to Committee.
9. Public Speaking at Planning Committee Meetings.
10. Decisions Contrary to Officer Recommendations and/or the Development Plan.
11. Committee Site Visits.
12. Annual Review of Decisions.
13. Complaints and Record Keeping.

Appendices

- (1) Protocol for the Involvement of Members in Pre-Application Discussion
- (2) Protocol for Committee Site Visits

1. Introduction

- 1.1 This updated Code of Practice has been prepared based on advice issued in the 2019 version of the Local Government Association's Probity in Planning guide and the 2014 version of the Lawyers in Local Government Model Members' Planning Code or Protocol.
- 1.2 Planning has a positive and proactive role to play at the heart of local government. It helps councils to stimulate growth whilst looking after important environmental areas. It can help to translate goals into action. It balances social, economic and environmental needs to achieve sustainable development.
- 1.3 The planning system works best when officers and councillors involved in planning understand their roles and responsibilities, and the context and constraints in which they operate.
- 1.4 Planning decisions involve balancing many competing interests. In doing this, decision makers' need an ethos of decision-making in the wider public interest on what can be controversial proposals.
- 1.5 It is recommended that councillors should receive regular training on code of conduct issues, interests and predetermination, as well as on planning matters.

2. Background

- 2.1 In 1997, the Third Report of the Committee on Standards in Public Life (known as the Nolan Report) resulted in pressures on councillors to avoid contact with developers in the interests of ensuring probity. In today's place shaping context, early councillor engagement is encouraged to ensure that proposals for sustainable development can be harnessed to produce the settlements that communities need.
- 2.2 This Local Code of Good Practice is intended to reinforce councillors' community engagement roles whilst maintaining good standards of probity that minimises the risk of legal challenges.
- 2.3 Planning decisions are based on balancing competing interests and making an informed judgement against a local and national policy framework.
- 2.4 Decisions can be controversial. The risk of controversy and conflict are heightened by the openness of a system which invites public opinion before taking decisions and the legal nature of the development plan and decision notices. Nevertheless, it is important that the decision-making process is open and transparent.
- 2.5 One of the key aims of the planning system is to balance private interests in the development of land against the wider public interest. In performing this role, planning necessarily affects land and property interests, particularly the financial value of landholdings and the quality of their settings. Opposing views are often strongly held by those involved.

- 2.6 Whilst councillors must take account of these views, they should not favour any person, company, group or locality, nor put themselves in a position where they may appear to be doing so. It is important, therefore, that planning authorities make planning decisions affecting these interests openly, impartially, with sound judgement and for justifiable reasons.
- 2.7 The process should leave no grounds for suggesting that those participating in the decision were biased or that the decision itself was unlawful, irrational or procedurally improper.

3. The General Role and Conduct of Councillors and Officers

- 3.1 Councillors and officers have different but complementary roles. Both serve the public but councillors are responsible to the electorate, whilst officers are responsible to the council as a whole. Officers advise councillors and the council and carry out the council's work. They are employed by the council, not by individual councillors. A successful relationship between councillors and officers will be based upon mutual trust, understanding and respect of each other's positions.
- 3.2 Both councillors and officers are guided by codes of conduct. The Code of Conduct for Members is consistent with the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership and promotes and supports high standards of conduct when serving in public posts.
- 3.3 Officers who are chartered town planners are subject to the Royal Town Planning Institute (RTPI) Code of Professional Conduct, breaches of which may be subject to disciplinary action by the Institute. Similarly, staff who are solicitors are subject to Solicitor's practice rules and various Codes made under these Rules.
- 3.4 In addition to these codes, the council's standing orders set down rules which govern the conduct of council business.
- 3.5 Councillors and officers should be cautious about accepting gifts and hospitality and should exercise their discretion. Guidance on these issues for both councillors and officers are included in the Guidance for Councillors and Officers on Gifts and Hospitality. As a general rule, business gifts and hospitality should not be accepted by any councillor. However, if a gift is received or hospitality accepted, unless it is of a purely "token" value, it should be declared to the Monitoring Officer as soon as possible and, in any case, within 28 days of receipt. Such details will be recorded in the Register of Gifts and Hospitality which is open to inspection by the public. Prior to accepting any gift or hospitality with a value of £50 or more a Councillor must seek authorisation from the Monitoring Officer.
- 3.6 Similarly, officers, during the course of carrying out their duties, may be offered hospitality from people with an interest in a planning proposal. The Council have adopted a policy for Officers on gifts and hospitality, which is contained in the Guidance for Councillors and Officers on Gifts and Hospitality. Wherever possible, offers should be declined politely. If the receipt of hospitality is unavoidable, officers should ensure that it is of the minimal level and unless it is of "token value" declare its receipt as soon as possible to the officer's Line Manager and the Audit and Risk Manager. Prior permission of the officer's Line Manager or Director is required before accepting gifts or hospitality of £25.00 or over. The Council provides a register to

record such offers whether or not accepted which is held by the Head of Governance
This register is reviewed regularly by the Council's Monitoring Officer. Failure by an officer to make an entry is likely to lead to disciplinary measures.

- 3.7 Employees must always act impartially and in a politically neutral manner. The Local Government and Housing Act 1989 enables restrictions to be set on the outside activities of senior officers, such as membership of political parties and serving on another council. Councils should carefully consider which of their officers are subject to such restrictions and review this regularly.
- 3.8 Officers and serving councillors must not act as agents for people pursuing planning matters within their authority even if they are not involved in the decision making on it.
- 3.9 Whilst the determination of a planning application is not a 'quasi-judicial' process, it is a formal administrative process involving the application of national and local policies, reference to legislation and case law as well as rules of procedure, rights of appeal and an expectation that people will act reasonably and fairly. All involved should remember the possibility that an aggrieved party may seek a Judicial Review and/or complain to the Ombudsman on grounds of maladministration or a breach of the authority's code.
- 3.10 Finally, as planning can sometimes appear to be complex and as there are currently many changes in planning taking place, the Local Government Association endorses the good practice of many councils which ensures that their councillors receive training on planning when first appointed to the planning committee or local plan steering group, and regularly thereafter. The Council provides training on the planning process.

DO	first apply the rules in the Member's Code of Conduct. This includes the rules on, Disclosable Pecuniary Interests (DPIs), any other interests, and the general rules giving effect to the seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
DO	then apply the rules in this Local Code of Good Practice. Failure to do so may put: - the Council at risk of proceedings on the legality of the related decision or maladministration; and - yourself at risk of being named in a report made to the Council; and, - if the failure is also likely to be a breach of the interest provisions in the Localism Act 2011, a complaint being made to the police to consider criminal proceedings.
DON'T	accept gifts or hospitality from any person involved in or affected by a planning proposal. If a degree of hospitality is entirely unavoidable ensure that: - it is of a minimum, - prior authorisation has been obtained from the Monitoring Officer where necessary;

	- its acceptance is declared to the Monitoring Officer as soon as possible and always within 28 days of receipt; and it is recorded in the Register of Gifts and Hospitality where necessary.
--	---

4. Registration and Declaration of Interests Predetermination, Predisposition or Bias and 'Calling-in' a Planning Application

- 4.1 Chapter 7 of the Localism Act 2011 places requirements on councillors regarding the registration and disclosure of their pecuniary interests and sets out the consequences for a councillor taking part in consideration of an issue in the light of those interests. The definitions of disclosable pecuniary interests are set out in The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012. A failure to register a disclosable pecuniary interest within 28 days of election or co-option or the provision of false or misleading information on registration, or participation in discussion or voting in a matter in which a councillor or co-opted member has a disclosable pecuniary interest, are criminal offences.
- 4.2 For full guidance on interests, see Openness and transparency on personal interests: guidance for councillors, Department for Communities and Local Government, March 2013. (This Code of Practice does not seek to replicate the detailed information contained within the DCLG guidance note). Advice should always be sought from the Council's Monitoring Officer or Deputy Monitoring Officer. Ultimately, responsibility for fulfilling the requirements rests with each councillor.
- 4.3 The provisions of the Localism Act 2011 seek to separate interests arising from the personal and private interests of the councillor from those arising from the councillor's wider public life. Councillors should think about how a reasonable member of the public, with full knowledge of all the relevant facts, would view the matter when considering whether the councillor's involvement would be appropriate.
- 4.4 The Code of Conduct for Members establishes what interests need to be disclosed. All disclosable interests should be registered and a register is maintained by the Council's Monitoring Officer and made available to the public. Councillors should also disclose that interest orally at the committee meeting when it relates to an item under discussion.
- 4.5 A councillor must provide the Monitoring Officer with written details of any disclosable interest which the Council has decided should be included in the register within 28 days of their election or appointment to office. Any new interests or changes to those interests must similarly be notified within 28 days of the councillor becoming aware of such changes.
- 4.6 A disclosable pecuniary interest relating to an item under discussion requires the withdrawal of the councillor from the committee during any discussion or voting. In certain circumstances, a dispensation can be sought from the appropriate body or officer to take part in that particular item of business.
- 4.7 If a councillor has another interest (as described in the Council's Code of Conduct for Members) he or she should disclose that interest but then, depending on the circumstances may speak and vote on that particular item. This includes being a member of an outside body or any other significant interest (for example where a councillor anticipates that a decision might reasonably be deemed to benefit or disadvantage him or herself a member of the councillor's family or a person with

whom the councillor has a close association to a greater extent than another Council constituent). In such circumstances, the councillor must consider whether his/her participation in the matter relating to his/her interest would be reasonable in the circumstances particularly if the interest may give rise to a perception of a conflict of interest and/or is likely to prejudice his/her judgement. If this is the case, the councillor may make representations if there is an entitlement for a member of the public to speak but must not participate or vote on the matter being discussed and must leave the room whilst any discussion or voting takes place.

- 4.8 It is always best to identify a potential interest early on. If a councillor thinks that they may have an interest in a particular matter to be discussed at a planning committee he or she should raise this with their Monitoring Officer or Deputy Monitoring Officer as soon as possible.
- 4.9 Members of a planning committee, Planning Policy Working Group (or full Council when the local plan is being considered) need to avoid any appearance of bias or of having predetermined their views before taking a decision on a planning application or on planning policies.
- 4.10 The courts have sought to distinguish between situations which involve predetermination or bias on the one hand and predisposition on the other. The former is indicative of a 'closed mind' approach and likely to leave the committee's decision susceptible to challenge by Judicial Review.
- 4.11 Clearly expressing an intention to vote in a particular way before a meeting (predetermination) is different from where a councillor makes it clear they are willing to listen to all the considerations presented at the committee before deciding on how to vote (predisposition). The latter is alright, the former is not and may result in a court quashing such planning decisions.
- 4.12 Section 25 of the Localism Act 2011 also provides that a councillor should not be regarded as having a closed mind simply because they previously did or said something that, directly or indirectly, indicated what view they might take in relation to any particular matter.
- 4.13 This reflects the common law position that a councillor may be predisposed on a matter before it comes to Committee, provided they remain open to listening to all the arguments and changing their mind in light of all the information presented at the meeting. Nevertheless, a councillor in this position will always be judged against an objective test of whether the reasonable onlooker, with knowledge of the relevant facts, would consider that the councillor was biased.
- 4.14 For example, a councillor who states "Windfarms are blots on the landscape and I will oppose each and every windfarm application that comes before the committee" will be perceived very differently from a councillor who states: "Many people find windfarms ugly and noisy and I will need a lot of persuading that any more windfarms should be allowed in our area."
- 4.15 If a councillor has predetermined their position, they should withdraw from being a member of the decision-making body for that matter.

4.16 This will apply to any member of the planning committee who wanted to speak for or against a proposal, as a campaigner (for example on a proposal within their ward).

4.17 A councillor is not required to cast aside views on planning policy that he or she held when seeking election or otherwise acting as a member, in giving fair consideration to points raised.

4.18 A ward councillor representing the ward within which a planning application site lies or a ward councillor representing an adjoining ward can request that a planning application be considered by the Planning Committee rather than by the Head of Planning & Regeneration in accordance with Part 7.02 of the Constitution - Scheme of Delegation. In doing so the councillor must not have a disclosable pecuniary interest relating directly to the planning application.

Formatted: Don't adjust space between Latin and Asian text,
Don't adjust space between Asian text and numbers

DO	disclose the existence and nature of any interests as required by the Members' Code of Conduct
DO	take into account that the Principle of Integrity is defined in terms that " <i>Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships</i> ".
DON'T	seek or accept any preferential treatment or place yourself in a position that could lead the public to think that you are receiving preferential treatment because of your position as a councillor. This would include where you have a disclosable or other interest in a proposal using your position to discuss that proposal with officers or councillors when other members of the public would not have the same opportunity to do so.
DO	note that you are not prevented from seeking to explain and justify a proposal in which you may have a conflict of interest to an appropriate officer, in person or in writing, but that your role as a councillor may place additional limitations on you in representing the proposal in which you have a personal interest.
DO	notify the Monitoring Officer where you have a disclosable pecuniary interest in an application and note that where possible you should notify the Monitoring Officer no later than submission of that application and you must not get involved in the processing of the application.
DON'T	fetter your discretion by approaching a decision with a closed mind.
DO	keep at the front of your mind that, when you come to make a decision, you: <ul style="list-style-type: none"> - are entitled to have and to have expressed your own views on the matter, provided you are prepared to reconsider your position in the light of all the evidence and arguments; - keep an open mind and hear all of the evidence before you, both the officers' presentation of the facts and their advice as well as the arguments from all sides; - are only entitled to take account of material considerations; and you must disregard considerations irrelevant to the question and legal context at hand; and - only come to a decision after giving what you feel is the right weight to those material considerations.

DO	consider yourself able to take part in the debate on a proposal when acting as part of a consultee body (where you are also a member of the parish council, for example, or both a district/borough and county councillor), provided: <ul style="list-style-type: none"> - the proposal does not substantially effect the well-being or financial standing of the consultee body; - you make it clear to the consultee body that: <ul style="list-style-type: none"> · your views are expressed on the limited information before you only; · you must reserve judgement and the independence to make up your own mind on each separate proposal, based on your overriding duty to the whole community and not just to the people in that area, ward or parish, as and when it comes before the Committee and you hear all of the relevant information; and - you will not in any way commit yourself as to how you or others may vote when the proposal comes before the Committee.
DO	take the opportunity to exercise your speaking rights as a member of the public where you have represented your views or those of local electors and predetermined the matter or have an Other Significant Interest, but do not have a Disclosable Pecuniary Interest .

5. Development Proposals Submitted by Councillors and Officers; and Council Development

- 5.1 Proposals submitted by serving and former councillors, officers and their close associates and relatives can easily give rise to suspicions of impropriety. Proposals could be planning applications or local plan proposals.
- 5.2 Such proposals must be handled in a way that gives no grounds for accusations of favouritism.
- 5.3 A councillor would undoubtedly have a disclosable pecuniary interest in their own application and should not participate in its consideration. They do have the same rights as any applicant in seeking to explain their proposal to an officer, but the councillor, as applicant, should also not seek to improperly influence the decision.
- 5.4 Proposals for a council's own development should be treated with the same transparency and impartiality as those of private developers.

[5.5 Proposals submitted by serving and former councillors, officers and their close associates and relatives are more likely to be presented to the Planning Committee for a decision than would otherwise be the case.](#)

DO	be aware that you can be biased where the Council is the landowner, developer or applicant if you have acted as, or could be perceived as being, a chief advocate for the proposal. (This is more than a matter of membership of the planning committee, but that through your significant personal involvement in preparing or advocating the proposal you will be, or perceived by the public as being, no longer able to act impartially or to determine the proposal purely on its planning merits.)
-----------	--

6. Lobbying of and by Councillors

- 6.1 Lobbying is a normal part of the planning process. Those who may be affected by a planning decision, whether through an application, a site allocation in a development plan or an emerging policy, will often seek to influence it through an approach to their ward member or to a member of the planning committee.
- 6.2 As the Nolan Committee's 1997 report stated: "It is essential for the proper operation of the planning system that local concerns are adequately ventilated. The most effective and suitable way that this can be done is through the local elected representatives, the councillors themselves".
- 6.3 Lobbying, however, can lead to the impartiality and integrity of a councillor being called into question and require that councillor to declare an interest unless care and common sense is exercised by all the parties involved.
- 6.4 As noted earlier in this Code, the common law permits predisposition but nevertheless it remains good practice that, when being lobbied, councillors (members of the planning committee in particular) should try to take care about expressing an opinion that may be taken as indicating that they have already made up their mind on the issue before they have been exposed to all the evidence and arguments. In such situations, they should restrict themselves to giving advice about the process and what can and can't be taken into account.
- 6.5 Councillors can raise issues which have been raised by their constituents, with officers. If councillors do express an opinion to objectors or supporters, it is good practice that they make it clear that they will only be in a position to take a final decision after having heard all the relevant arguments and taken into account all relevant material and planning considerations at committee.
- 6.6 If any councillor, whether or not a committee member, speaks on behalf of a lobby group at the decision-making committee, they would be well advised to withdraw once any public or ward member speaking opportunities had been completed in order to counter any suggestion that members of the committee may have been influenced by their continuing presence.
- 6.7 It is very difficult to find a form of words which conveys every nuance of these situations and which gets the balance right between the duty to be an active local representative and the requirement when taking decisions on planning matters to take account of all arguments in an open-minded way. It cannot be stressed too strongly, however, that the striking of this balance is, ultimately, the responsibility of the individual councillor.
- 6.8 This Local Code of Good Practice addresses the following more specific issues about lobbying:
- Planning decisions cannot be made on a party political basis in response to lobbying; the use of political whips to seek to influence the outcome of a planning application is likely to be regarded as maladministration.
 - Planning committee or local plan steering group members should in general avoid organising support for or against a planning application, and avoid lobbying other councillors.

- Councillors should not put pressure on officers for a particular recommendation or decision, and should not do anything which compromises, or is likely to compromise the officers' impartiality or professional integrity.

6.9 The responsibilities and duties under the Code of Conduct apply equally to matters of lobbying as they do to the other issues of probity explored elsewhere in this code.

DO	explain to those lobbying or attempting to lobby you that, whilst you can listen to what is said, it may subsequently prejudice your impartiality, and therefore your ability to participate in the Committee's decision making, to make any sort of promise to vote one way or another or have such a firm point of view that it amounts to the same thing.
DO	remember that your overriding duty is to the whole community not just to the people in your ward and, taking account of the need to make decisions impartially, that you should not improperly favour, or appear to improperly favour, any person, company, group or locality.
DO	pass on any lobbying correspondence you receive to the Head of Planning Services at the earliest opportunity.
DO	promptly refer to the Head of Planning Services any offers made to you of planning gain or constraint of development, through a proposed s.106 Planning Obligation or otherwise.
DO	inform the Monitoring Officer where you feel you have been exposed to undue or excessive lobbying or approaches (including inappropriate offers of gifts or hospitality), who will in turn advise the appropriate officers to follow the matter up.
DON'T	become a member of, lead or represent an organisation whose primary purpose is to lobby, promote or oppose planning proposals unless it is your intention to openly campaign on the matter and will therefore step away from the Committee when it comes to make its decision.
DO	join general interest groups which reflect your areas of interest and which concentrate on issues beyond particular planning proposals (such as the Victorian Society, CPRE, Ramblers Association or a local civic society), but you should seek to disclose that interest on the grounds of transparency where the organisation has made representations on a particular proposal.
DON'T	excessively lobby fellow councillors regarding your concerns or views nor attempt to persuade them that they should decide how to vote in advance of the meeting at which any planning decision is to be taken.
DON'T	decide or discuss how to vote on any application at any political group meeting, or lobby any other councillor to do so. Political Group Meetings should never dictate how councillors should vote on a planning issue.

7. Pre-Application Discussion

7.1 Pre-application discussions between a potential applicant and a council can benefit both parties and are encouraged. However, it would be easy for such discussions to become, or be seen by objectors to become, part of a lobbying process on the part of the applicant.

- 7.2 Some councils have been concerned about probity issues raised by involving councillors in pre-application discussions, worried that councillors would be accused of predetermination when the subsequent application came in for consideration. Now, through the Localism Act and previously the Audit Commission, the Local Government Association and Planning Advisory Service recognise that councillors can have an important role to play in pre-application discussions, bringing their local knowledge and expertise, along with an understanding of community views. Involving councillors can help identify issues early on, helps councillors lead on community issues and helps to make sure that issues don't come to light for the first time at committee. The Planning Advisory Service recommends a 'no shocks' approach.
- 7.3 The Localism Act 2011, particularly section 25, by endorsing this approach, has given councillors' much more freedom to engage in pre-application discussions. Nevertheless, in order to avoid perceptions that councillors' might have fettered their discretion, such discussions should take place within clear, published guidelines which are attached as an appendix to this document.

DO	refer those who approach you for planning, procedural or technical advice to officers.
DON'T	agree to any formal meeting with applicants, developers or groups of objectors where you can avoid it. Where you feel that a formal meeting would be useful in clarifying the issues, you should ask the Head of Planning Services to organise it. The officer(s) will then ensure that those present at the meeting are advised from the start that the discussions will not bind the authority to any particular course of action, that the meeting is properly recorded on the pre- application file.
DO	<ul style="list-style-type: none"> - follow the Council's rules on lobbying; - consider whether or not it would be prudent in the circumstances to make notes when contacted; and - report to the Head of Planning Services any significant contact with the applicant and other parties, explaining the nature and purpose of the contacts and your involvement in them, and ensure that this is recorded on the planning file.
	In addition in respect of presentations by applicants/developers:
DON'T	attend a planning presentation without requesting an officer to be present.
DO	ask relevant questions for the purposes of clarifying your understanding of the proposals.
DO	remember that the presentation is not part of the formal process of debate and determination of any subsequent application, this will be carried out by the planning committee.
DO	be aware that a presentation is a form of lobbying and, whilst you may express any view on the merits or otherwise of the proposal presented, you should never state how you or other Members would intend to vote at a committee meeting.

8. Officer Reports to Committee

- 8.1 As a result of decisions made by the courts and ombudsman, officer reports on planning applications must have regard to the following:

- Reports should be accurate and should include the substance of any objections and other responses received to the consultations.
- Relevant information should include a clear assessment against the relevant development plan policies, relevant parts of the National Planning Policy Framework (NPPF), any local finance considerations, and any other material planning considerations.
- Reports should have a written recommendation for a decision to be made.
- Reports should contain technical appraisals which clearly justify the recommendation.
- If the report's recommendation is contrary to the provisions of the development plan, the material considerations which justify the departure must be clearly stated. This is not only good practice, but also failure to do so may constitute maladministration or give rise to a Judicial Review challenge on the grounds that the decision was not taken in accordance with the provisions of the development plan and the council's statutory duty under s38A of the Planning and Compensation Act 2004 and s70 of the Town and Country Planning Act 1990.

8.2 Any oral updates or changes to the report should be recorded.

9. Public Speaking at Planning Committee Meetings

9.1 The Council agreed on 20 September 2007 to introduce a process to enable members of the public to speak at Planning Committee meetings. The arrangements were implemented from December 2007, and have since been reviewed in June 2008, in 2015, in February 2017, and in April 2021.

9.2 The revised arrangements reflect national best practice and are intended to provide more open, transparent and informed decision making whilst making effective use of Member and Officer time.

9.3 Who can speak at the Planning Committee meeting?

Members of the public who are supporting or objecting to a proposal which is the subject of a planning application can make a request to address the Committee. Ward, Parish, Town, and County Councillors representing the ward or parish within which the application site lies may also address the Committee under the provisions of this guidance. In addition, the Ward councillor representing an adjoining ward, who has called the application in, can address the Committee under the provisions of the guidance. A Ward, adjoining Ward, Parish, Town, or County Councillor may speak only once and cannot speak as a representative of more than one body. The applicant and/or agent (which can include any person employed or engaged by the applicant to support the application) may also address the Committee to put their case, or to reply to matters raised by other speakers. Speakers may only speak in relation to applications for planning permission and not in relation to any other report presented to the Planning Committee for consideration, including any proposals relating to Tree Preservation Orders.

9.4 How much time is allowed?

Each speaker will have a maximum of 3 minutes. The time will be controlled by the Chairman and by a 'traffic light' system operated by the Committee Clerk.

Objectors will have a maximum of 12 minutes in total, supporters will have 12 minutes in total, Ward, adjoining Ward, Parish or Town and County Councillors will have 3 minutes each.

The applicant may speak for 3 minutes but if the applicant does not wish to speak, the applicant may instead nominate another person to speak in substitution on their behalf for 3 minutes.

In addition, the applicant's planning or other agent may also speak for 3 minutes.

An individual may only speak for a maximum of 3 minutes.

9.5 How many people are allowed to speak?

In circumstances where there are a number of members of the public who wish to speak, either as objectors or supporters of an application, it is recommended that up to a maximum of 4 spokespersons should be nominated to speak. In any event, no individual may speak for more than 3 minutes unless under exceptional circumstances at the discretion of the Chairman.¹

Only one Parish or Town Councillor, one adjoining Ward Councillor (if they called in the application) and the County Councillor, may speak.

Where a ward in Wyre is represented by more than one councillor, each of those councillors will be able to speak on an application if they wish, i.e. up to three Wyre Councillors representing the ward in which the application site is located. Where there is no Wyre Ward Councillor available or wishing to speak under the provisions of this scheme, a member of the Planning Committee who is also a member for the ward within which the application site lies may, if they wish, speak as a Ward Councillor but would then be limited to 3 minutes and thereafter would not be able to take part in the debate as a member of the Planning Committee and would not be able to vote on that item.

Members of the Committee may ask the speaker questions of clarification on factual matters after they have finished speaking.

9.6 Registering to speak

Those wishing to speak must register a request to speak with the Council's Committee Clerk no later than 24 hours before the start of the meeting. Any requests to speak received after the deadline will not be accepted except under exceptional circumstances at the Chairman's discretion.²

Not more than one person per household may register to speak and any person registering to speak must confirm that they will be available on the day of the

¹ The Chairman in liaison with officers will be responsible for continuing to ensure that there is equality of access to the public speaking process and time limits for speaking can be extended, late registration to speak accepted and/or a spokesperson nominated in appropriate circumstances. See paragraph 'Additional Help' for further detail.

² The Chairman in liaison with officers will be responsible for continuing to ensure that there is equality of access to the public speaking process and time limits for speaking can be extended, late registration to speak accepted and/or a spokesperson nominated in appropriate circumstances. See paragraph Additional Help for further detail.

meeting. Unless there are exceptional circumstances (and at the Chairman's discretion) speakers may not use proxies to speak or read out statements on their behalf.

The requirement to pre-register also applies to applicants and/or agents

Ward, adjoining Ward, Parish, Town, or County Councillors do not need to register their intention to speak in advance.

- 9.7 The procedure allows the public to speak to the Committee, but when addressing the committee under this procedure no material or information may be displayed or circulated to the Committee Members. This is because Councillors may not be able to give proper consideration to the new information and officers may not be able to check for accuracy or provide considered advice on any material considerations arising. It may also result in delays to the proceedings.

Messages should never be passed to individual committee members, either from other councillors or from the public. This could be seen as seeking to influence that member improperly and will create a perception of bias that will be difficult to overcome.

9.8 Additional Help

The Council is committed to ensuring equality of access to the public speaking process.

Individuals who have a disability or do not speak English as their first language or have some other appropriate need (for example require an interpreter/spokesperson) should contact democraticservices@wyre.gov.uk and reasonable adjustments will be made to assist which may include extending the timescales for speaking, accepting late registration to speak and/ or accepting the nomination of a spokesperson.

9.9 The procedure

1. The application will be introduced by the Chairman.
2. If there is an update from the Head of Planning ~~Services & Regeneration~~ requesting the deferment of the application, the Chairman will ask the Committee to consider this request without any public speaking. If the motion to defer the application is carried, the Chairman will move on to the next item, otherwise he will move to the next stage as set out below.
3. The Chairman will introduce the item stating whether or not the members of the Committee have visited the site.
4. ~~Where no site visit has been necessary,~~ The Head of Planning & Regeneration, the Development Manager or other planning officer will then present any updates, play any video showing the site, ~~and will display the~~ relevant plans, photographs or other information.
5. The order in which the Chairman will call the public to speak will be:
 - Those objecting to the application

- Those supporting the application
 - A local Parish or Town Council Member
 - Wyre Ward Councillors
 - The Adjoining Ward Councillor (if they called in the application)
 - A County Councillor
 - The applicant and/or agent for the application
6. After each person has spoken the Members of the Committee may ask the speaker questions of clarification on factual matters only.
7. The Committee will then debate the application without further public involvement under the direction of the Chairman. The Chairman may also invite the Head of Planning [Services & Regeneration](#) to comment on matters raised or respond to questions as appropriate during or at the end of the debate.
8. The Committee will then reach a decision by voting on any properly tabled recommendation/ motion.
9. After each decision the Chairman will inform the meeting of the decision.

If, during the debate of an item by the Committee (point 7 above), there is a motion to defer the application which is carried, when the application is brought back to the Committee, there shall be no further opportunities for the public or non-committee members to speak, unless the deferral has resulted in a material change to the application, additional information, or revised plans upon which there has been further publicity and/or consultation.

A guide explaining the procedures is available on the Council's website.

DON'T	allow members of the public to communicate with you during the Committee's proceedings (orally or in writing) other than through the scheme for public speaking or through the Chair, as this may give the appearance of bias
DO	ensure that you comply with the Council's procedures in respect of public speaking.

10. Decisions Contrary to Officer Recommendations and/or the Development Plan

- 10.1 The law requires that decisions should be taken in accordance with the development plan, unless material considerations (which specifically include the NPPF) indicate otherwise (s38A Planning & Compensation Act 2004 and s70 of the Town and Country Planning Act 1990).
- 10.2 This applies to all planning decisions. Any reasons for refusal must be justified against the development plan and other material considerations.
- 10.3 The courts have expressed the view that the committee's reasons should be clear and convincing. The personal circumstances of an applicant or any other material or non-material planning considerations which might cause local controversy will rarely satisfy the relevant tests.

- 10.4 Planning committees can, and often do, make a decision which is different from the officer recommendation. Sometimes this will relate to conditions or terms of a S106 obligation. Sometimes it will change the outcome, from an approval to a refusal or vice versa. This will usually reflect a difference in the assessment of how a policy has been complied with, or different weight ascribed to material considerations.
- 10.5 Planning committees should take the following steps before making a decision which differs from the officer recommendation:
- if a councillor is concerned about an officer recommendation they should discuss their areas of difference and the reasons for that with officers in advance of the committee meeting
 - record the detailed reasons as part of the mover's motion.
- 10.6 If the planning committee makes a decision contrary to the officer's recommendation (whether for approval or refusal or changes to conditions or S106 obligations), a detailed minute of the committee's reasons should be made and a copy placed on the application file. Councillors should be prepared to explain in full, and by reference to planning policy and/or other material planning considerations their planning reasons for not agreeing with the officer's recommendation. Pressure should never be put on officers to 'go away and sort out the planning reasons'.
- 10.7 The officer should also be given an opportunity to explain the implications of the contrary decision, including an assessment of a likely appeal outcome, and chances of a successful award of costs against the council, should one be made.
- 10.8 The application may then have to be referred to the relevant secretary of state, depending upon the type and scale of the development proposed (s77 of the Town and Country Planning Act 1990). If the officer's report recommends approval of such a departure, the justification for this should be included, in full, in that report.

11. Committee Site Visits

- 11.1 National standards and local codes also apply to site visits. Councils should have a clear and consistent approach on when and why to hold a site visit and how to conduct it. This should avoid accusations that visits are arbitrary, unfair or a covert lobbying device.
- 11.2 This Code applies whenever the councillor is conducting official business, which will include site visits. The council has set out the criteria for deciding when a site visit is justified and considered the procedures for such visits, the details of which can be found at Appendix 2 to this Code.
- 11.3 Site visits are for observing the site and gaining a better understanding of the issues. Visits made by committee members, with an officer present to assist, are normally the most fair and equitable approach. They should not be used as a lobbying opportunity by objectors or supporters. This should be made clear to any members of the public who are there.
- 11.4 Once a councillor becomes aware of a proposal they may wish to visit the site alone. In such a situation, a councillor is only entitled to view the site from public vantage points (e.g. the public highway) and they have no individual rights to enter private property. Whilst a councillor might be invited to enter the site by the owner, it is not

good practice to do so on their own, as this can lead to the perception that the councillor is no longer impartial.

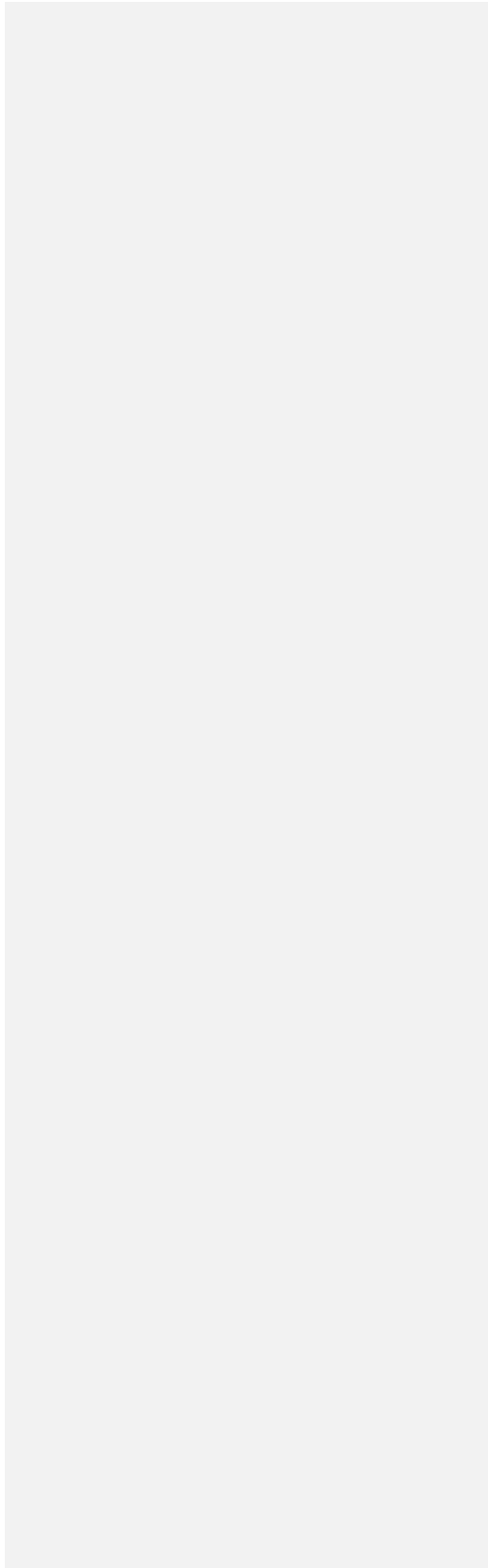
DO	try to attend site visits organised by the council where possible.
DO	ensure that you treat the site visit only as an opportunity to seek information and to observe the site.
DO	ask the officers at the site visit questions or seek clarification from them on matters which are relevant to the site inspection.
DON'T	hear representations from any other party. Where you are approached by the applicant or a third party, advise them that they should make representations in writing to the authority and direct them to or inform the officer present.
DON'T	express opinions or views.
DON'T	enter a site which is subject to a proposal other than as part of an official site visit, even in response to an invitation, as this may give the impression of bias unless: <ul style="list-style-type: none"> - you feel it is essential for you to visit the site other than through attending the official site visit, - you have first spoken to the Head of Planning Services about your intention to do so and why (which will be recorded on the file) and - you can ensure you will comply with these good practice rules on site visits.

12. Annual Review of Decisions

- 12.1 It is good practice for councillors to visit a sample of implemented planning permissions to assess the quality of the decisions and the development. This should improve the quality and consistency of decision-making, strengthen public confidence in the planning system, and can help with reviews of planning policy.
- 12.2 Reviews should include visits to a range of developments such as major and minor schemes; upheld appeals; listed building works and enforcement cases. Briefing notes should be prepared on each case. The planning committee should formally consider the review and decide whether it gives rise to the need to reconsider any policies or practices.
- 12.3 Scrutiny or standards committees may be able to assist in this process but the essential purpose of these reviews is to assist planning committee members to refine their understanding of the impact of their decisions. Planning committee members should be fully engaged in such reviews.

13. Complaints and Record Keeping

- 13.1 The Council has a complaints procedure.
- 13.2 So that complaints may be fully investigated and as general good practice, record keeping should be complete and accurate. Every planning application file should, up to the point of decision (including any decision on appeal or legal challenge) contain an accurate account of events throughout its life. It should be possible for someone not involved in that application to understand what the decision was, and why and how it had been reached. This applies to decisions taken by committee and under delegated powers, and to applications, enforcement and development plan matters.



**APPENDICES TO THE LOCAL CODE OF GOOD PRACTICE FOR
COUNCILLORS AND OFFICERS INVOLVED IN THE PLANNING
PROCESS**

**(1) PROTOCOL FOR THE INVOLVEMENT OF MEMBERS IN PRE-
APPLICATION DISCUSSIONS**

(2) PROTOCOL FOR COMMITTEE SITE VISITS

Appendix 1

Protocol for the Involvement of Members in Pre-application Discussions (to be attached as an appendix to the Local Code of Good Practice for Councillors and Officers Involved in the Planning Process)

1. Existing Guidance

- 1.1 Existing guidance for members involved in the planning process may be found in Part 5.07 of the Council's Constitution to which this protocol is an appendix. Additionally, members may refer to other national publications including:
- Positive Engagement – a guide for planning councillors (CLG, PAS, POS, LGA)
 - Probity in Planning for councillors and officers (Local Government Association, Planning Advisory Service)
 - Model Council Members' Planning Code or Protocol (Lawyers in Local Government)

2. Ways to be involved

2.1 Informal Member Briefing

Following the formal closure of the Planning Committee each month, the Head of Planning [Services & Regeneration](#) or Development Manager will report to members on the details of any pre-application discussions held in respect of a 'Major' or 'Large Major' development proposal since the previous Committee meeting.

- Once the Committee meeting has been formally closed and after all members of the public and other non committee members have left, the Head of Planning [Services & Regeneration](#), or Development Manager, will inform Members of the Planning Committee of any pre-application discussions commenced or ongoing since the previous committee meeting.
- The presentation will include a display of any plans submitted by the prospective applicant, a summary of the key issues identified, and the key policy considerations.
- In order not to influence members or give rise to any possibility of predetermination or bias, officers will not report to members on any views that they have previously expressed or forwarded to the prospective applicant.
- Members may ask questions or comment on the proposals identifying:
 - Consultation gaps or the need for wider consultation (within limits)
 - Issues that have not been identified but are of local significance
 - Issues that have not been identified and are of wider significance
 - Issues that will be of concern to the community that the applicant can be asked to resolve
 - What opportunities exist to incorporate a development into the local context
- In order to provide transparency to this process, members' questions and comments will be noted in writing and used to provide feedback to a developer.

- All members of the Planning Committee are aware of the law relating to predetermination and will disqualify themselves from considering future applications if they have actually predetermined the matter. Any statements which members make therefore at this stage which might be interpreted as indicating that a member has a view on the merits of the application should be taken as indicating a preliminary view which is capable of being changed and that the member will consider the application on its merits if presented to the Planning Committee. The test here is whether a fair-minded and informed observer, having considered the facts, would decide that there was a real possibility that the councillor had predetermined the issue or was biased.

2.2 Developer Presentation

Following a written request to the Head of Planning [Services & Regeneration](#), and subject to the agreement of the Head of Planning [Services & Regeneration](#), in consultation with the Chairman of Planning Committee and the Planning and Economic Development Portfolio Holder, a developer may make a formal presentation to members and officers in order to seek their views in a prearranged and time limited meeting.

- For certain applications which have strategic implications or are likely to raise significant public interest, officers may suggest to a developer that they request the opportunity to make a presentation.
- Any member who considers that a presentation by a developer is appropriate/desirable, should make their request via the Head of Planning [Services & Regeneration](#) and should not approach the developer direct.
- The types of scheme that may be presented include major development proposals, development proposals that otherwise raise complex policy issues, or schemes that are wholly innovative in terms of design or concept.
- There will usually only be one opportunity to make a presentation to members per proposal.
- In order to ensure that the developer also carries out a pre-application consultation with the public (including the Parish/Town Council where appropriate), a request for a meeting will only be accepted provided that the developer has, prior to making such request, held a separate public consultation event in accordance with the council's Statement of Community Involvement.
- The meeting will be held at the Civic Centre
- Invitations to the meeting will be extended to the members of the Planning Committee, the Planning and Economic Development Portfolio Holder, the Leader of the Council and any ward member for the ward within which the proposed development is situated.
- The meeting will be chaired by the Chairman of Planning Committee who will explain the role of Members at the meeting. It should be explained that the main purpose is to learn about the emerging proposal, and to identify outstanding issues to be dealt with. Planning Committee members will not be in a position

to indicate any view as they need to balance all material considerations before reaching a view on any application in due course. This can act as a reminder to Councillors as well as a general explanation to all present. Where non Planning Committee members are present, they can express initial views on behalf of communities, whilst planning committee members should restrict themselves to questions or clarification.

- At least two officers must attend, one of which should be the Head of Planning [Services & Regeneration](#) or the Development Manager.
- The meeting will not be open to the public.
- The senior officer present will introduce the purpose of the meeting and advise how it will be conducted. Members will be advised as to the confidentiality status of the proposal (unless the developer advises otherwise).
- Developers will be given the opportunity to make a presentation that should describe their proposal and should explain how the proposal relates to both relevant national and local policy, and any other material considerations that they believe members should give weight to. The format and length of the presentation should be agreed with the Head of Planning [Services & Regeneration](#) beforehand (to ensure that it will not lead members into negotiations and to check for accuracy) and should be limited to the development proposal. They should not normally last longer than 20 minutes.
- Members will be able to ask questions following the presentation but must refrain from entering into debate directly with the applicant or giving advice that indicates a pre-judging of the proposals.
- Members must maintain an impartial listening role and Planning Committee members must avoid expressing an opinion to the applicants. Questions and comments should focus upon clarifying aspects of the proposal or to flag up issues of concern but must not develop into negotiations. It is equally important at this stage for members not to have closed minds as to the merits of the proposal.
- The Chairman will then conclude the meeting. After the applicants have left the meeting members can then discuss the proposals with officers and may advise officers of any concerns they may have and any elements with which they feel would benefit from negotiation with the developer. They will then be guided by professional officers as to what negotiations would be reasonable and would align with policy. Negotiations will be undertaken by professional officers only.
- A planning officer will record the meeting and take a note of all persons present, the issues discussed and the follow up actions. This will be placed on the file by the officer involved, to protect the members and the authority by showing what issues were discussed and that no pre-determination arose.
- The involvement of members will be recorded in any subsequent Committee Report.

2.3 Developer Forums

Within the Council's Statement of Community Involvement developers are encouraged to present their proposals to the public prior to the submission of an application, and incorporate a mechanism for getting the views of the public on such proposals.

Such events may simply involve written consultation with local residents around the site, or may (more likely) to be in the form of an exhibition held in a local venue where the proposed plans are on display and the public are invited to ask questions of the prospective applicant or their agents, and are asked for their views. Such views may be expressed verbally (and may be recorded by the event organisers) or they may be made in writing (often on pre-printed response forms).

Members are encouraged to attend such events but should act in accordance with the following guidance:

- Do not go 'incognito' – if approached (as you may well be) be open about your position as a councillor.
- Do not express an opinion until you have looked at the information (plans/models etc.) that is on show, as to do otherwise may indicate bias.
- Non planning Committee members may freely express an opinion on the proposals but are advised to make it clear whether this is a personal opinion or one made on behalf of local residents.
- Planning Committee members must maintain an impartial role and must avoid expressing an opinion to the prospective applicants. Questions and comments should focus upon clarifying aspects of the proposal or to flag up issues of concern. Comments should not be made in writing.

2.4 Private meetings/briefings involving officers and developers/landowners.

There may be some occasions where developers or landowners wish to discuss strategic developments or developments on strategic sites, which have implications for the council's corporate priorities and aims regarding regeneration and its economy. At the early stage of any discussions it may be appropriate to involve the Leader of the Council and/or the Planning and Economic Development Portfolio Holder in such discussions. Occasionally, other relevant Portfolio Holders may also be required. It would not be appropriate to involve any other Wyre Member.

- An invitation to the Leader of the Council and /or relevant Portfolio Holder to attend such a meeting shall come only from the Head of Planning [Services & Regeneration](#) or more senior officer.
- The Head of Planning [Services & Regeneration](#) shall attend all such meetings.
- The Leader and/or Portfolio Holder shall not, at any time, discuss the proposals with the developer/landowner without the Head of Planning [Services & Regeneration](#) or more senior officer being present.

2.5 Ward Members and rural affordable housing schemes.

The provision of affordable housing is a key priority and the delivery of schemes in rural areas requires a partnership approach involving officers, Registered Providers, landowners, Parish Councils and local Ward members. This requires that local Ward members should be involved in the delivery of rural affordable housing schemes from the site identification stage, through to the completion of the development. Much of this is at pre application stage. As community leaders they need to be actively seeking out landowners to bring forward suitable sites that would otherwise be unacceptable for development if they were not for affordable housing. Local Ward Members need to be sponsors of suitable affordable housing sites in their Wards and be a key link with local people, developers and Parish Councils.

- Local Ward Members may identify sites within their own area and seek the views of planning officers on the suitability of such sites for development.
- Local Ward Members may attend relevant meetings between the partners during the design stage of the proposal and should feel free to contribute views and comments which enable the scheme to evolve.
- Any local Ward Member who is also a Member sat on Planning Committee shall not, at any time during the pre application or application stage, publicly express a view for or against a development prior to its formal consideration.

3. General Guidelines

- Wyre Members' involvement in pre-application discussions should be limited to the ways set out in this protocol. Members of the Planning Committee should not arrange private meetings with developers.
- Any Planning Committee Member who elects to publicly support a view for or against a proposed development prior to its subsequent determination will predetermine their position to the extent that they will be advised to declare an other significant interest and thus be free to present their views to Committee in the event of the Committee considering the subsequent application, but they should not be able to take part in the debate or vote on the application.
- Wyre Members should not, at any time, seek to influence or put pressure on officers to support a particular form of action or a particular view.

Appendix 2**Committee Site Visits****Introduction**

This protocol relates to Section 11 of the Local Code of Good Practice for Councillors and Officers involved in the Planning Process.

A lack of any common approach on when and why to hold a site visit and how to conduct it can leave a council open to the accusation that such visits are arbitrary and unfair or a covert lobbying device. A protocol setting out the arrangements for the Planning Committee encourages consistency and transparency of process.

The general approach should be that a site visit should only be used where the expected benefit is clear and substantial given that officers will have already visited the site and identified material considerations on behalf of the council.

Site visits should be carefully organised to ensure that the purpose, format and conduct are clearly established at the outset and subsequently adhered to throughout the visit.

When will a site visit be carried out?

A site visit will be carried out where one or more of the following criteria are met:

- a) the impact of the proposed development is difficult to visualise from the plans or from any supporting material, including photographs taken by officers.
- b) there is a good reason why the written comments of the applicant and objectors cannot be understood or appreciated without a site visit (e.g. to see particular features of the neighbourhood or wider landscape), or if the proposal is particularly contentious.
- c) a ward Councillor makes a request in writing to the Head of Planning [Services & Regeneration](#) not later than 2 working days after the publication of the agenda, and such a request contains reasons that show that there would be a clear and substantial benefit from visiting the site.
- d) the development is a major development and is considered to be of strategic importance/significance.

In all cases, the decision as to whether sites are visited rests with the Head of Planning [Services & Regeneration](#) or Development Manager in consultation with the Chairman of the Planning Committee. The reason(s) for carrying out a site visit will be recorded in the report of the Head of Planning Services.

How will the site visit be conducted?

It should be noted that any Member, may, at any time visit an application site, although any such visit will be restricted to that which can be viewed/assessed from any public land (e.g. highway or other public right of way). Members must not enter onto private land unless it is with the express permission of the landowner. In such circumstances members must be careful to remain impartial and not express any opinion indicating support for or objection to the development. For such reason, independent site visits are not recommended.

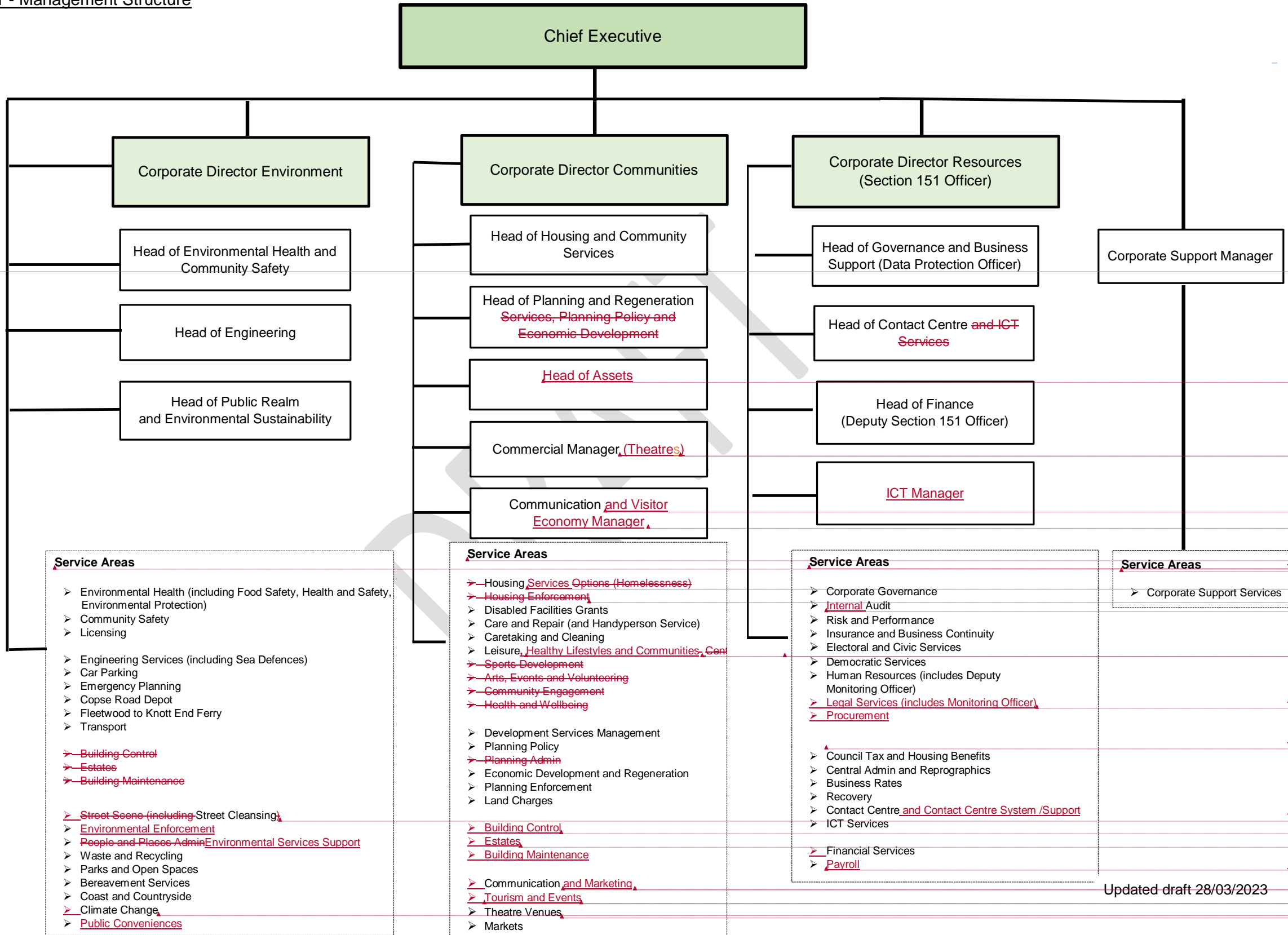
As at present, the site visits will be carried out prior to the Committee Meeting and will not constitute a part of the meeting.

The site visits will consist of an inspection by Members of the Planning Committee only, accompanied by planning officers (normally the Development Manager and/or the Head of Planning [Services & Regeneration](#)). The inspection should be unaccompanied (i.e. without the applicant/agent and/or objectors/supporters).

Prior to Members viewing the site (and during the site visit as appropriate), the officers shall describe the proposal and any accompanying plans and explain the key issues, particularly where relevant to what Members will be looking at on the site visit. Members may ask questions of the officers for clarification on any matter relating to the application, but should not express their opinion on the merits of the application, nor enter into any debate on the merits of the application with other Members at this time.

For particularly contentious applications objectors/supporters may be at the site (or gathered on public land adjacent to the site) and will be looking to make representations verbally to Members or to hand out material to Members to support their case. In these instances Members should explain that the purpose of their visit is to view the site and its surroundings and that they cannot enter into any discussion in respect of the merits of the application, and cannot accept any written or other material.

If the applicant or agent needs to be present to provide access to the site, they shall be requested to allow the Members to view the site unaccompanied. An exception to this would be where the applicant/agent is required to show the Planning Committee around – either for safety or security reasons or where it involves looking inside any occupied building. Under such circumstances, the applicant/agent will be asked not to speak on any issues concerning the merits of the application.



- Formatted: Top: 1.27 cm, Bottom: 1.27 cm
- Commented [UM1]: Removal of Head of Built Environment
- Formatted: Font: Not Bold
- Formatted: Font: Not Bold
- Formatted: Font: Not Bold
- Formatted: Font: Not Bold
- Formatted: Font: Not Bold
- Formatted: Font: Bold
- Formatted: Font: Bold
- Formatted: Font: Bold
- Formatted: Font: Bold
- Formatted: Normal, Indent: Left: 0 cm, First line: 0 cm
- Formatted: Font: Not Bold
- Formatted: Font: Not Bold
- Formatted: Font: Not Bold
- Formatted: Font: Not Bold
- Formatted: Font: Not Bold
- Formatted: Font: Not Bold
- Formatted: List Paragraph, Indent: Left: 0.25 cm, Hanging: 0.5 cm, Right: -2.63 cm, Bulleted + Level: 1 + Aligned at: 0.63 cm + Indent at: 1.27 cm
- Formatted: Font: Bold
- Formatted: Font: Bold
- Formatted: Indent: Left: 0.75 cm, No bullets or numbering
- Formatted: Indent: Left: 0.75 cm, No bullets or numbering
- Formatted: Font:
- Formatted: Font: Bold
- Formatted: Font: Bold
- Formatted: Font: Not Bold
- Formatted: Indent: Left: 0 cm
- Formatted: Font: Not Bold
- Formatted: Font: 10 pt, Not Bold
- Formatted: Font: Not Bold
- Formatted: Font: 10 pt
- Formatted: Font: Bold
- Formatted: Font: 10 pt

Updated draft 28/03/2023

Scheme of Delegations to Officers

Functions, matters, powers, authorisations, delegations, duties and responsibilities within this Scheme shall be construed in a broad and inclusive fashion and shall include the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of anything specified.

All delegations to officers are subject to the following general conditions:

1. All decisions taken must comply with the Council's approved budget, the Policy Framework, the Financial Regulations and Financial Procedure Rules and all other elements of the Constitution.
2. In the absence of the Chief Executive the functions of the Chief Executive will be the responsibility of any of the Corporate Directors.
3. An officer to whom a function is delegated may authorise another officer to exercise that function, provided that the other officer reports to or is responsible to the officer in question.
4. In the absence of the relevant officer, the Chief Executive and Corporate Directors shall have power to act subject to any statutory limitations.
5. Reference to any enactment, regulation, order or byelaw shall include any amendment or re-enactment, whether or not with amendments.

Executive Functions Delegated to the Chief Executive

To discharge any executive function falling within the area of responsibility of the Chief Executive including, but not limited to, the functions set out in the paragraphs below.

1. To act as the head of paid service under section 4 of the Local Government and Housing Act 1989 and in this role:
 - (a) To exercise overall responsibility for corporate management and operational issues (including overall management responsibility for all staff);
 - (b) To give professional advice to all parties in the decision making process including the Council, Portfolio Holders, the Cabinet, Overview and Scrutiny and Regulatory Committees;
 - (c) Together with the Monitoring Officer, to be responsible for a system of record keeping for all the Authority's decisions;
 - (d) To represent the Authority on partnerships and external bodies as required by statute or by the Authority.
2. To carry out any function which is delegated to a Corporate Director or Head of Service subject to any limits or conditions attached to that delegation and statutory limitations.

3. To grant dispensations to Cabinet members prior to the taking of an executive decision in respect of which they have a conflict of interest pursuant to regulation 12 and 13 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.
4. To cancel or alter the time or the date of any meeting.
5. To take action within the Council's powers in cases of emergency or disaster and after consultation with the Chief Financial Officer (or his or her nominee) to incur expenditure (the Leader to be notified as soon as reasonably possible after the expenditure is incurred).
6. To take action within the Council's powers in cases of the absence or incapacity of the designated decision taker or in the failure of the Council in any year to agree executive arrangements by the statutory deadline for the holding of the Council's annual meeting.
7. To allow face-to-face meetings to be replaced with remote or hybrid arrangements where legislation permits.
8. To provide the necessary authorisations in respect of surveillance in accordance with the Regulation of Investigatory Powers Act 2000 where confidential information is involved or where authorisation is sought for employment of a juvenile or vulnerable covert human intelligence source (CHIS).
9. To exercise powers under the Civil Contingencies Act 2004 concerning emergency planning and response arrangements and to appoint a deputy officer for such purposes.
10. To receive and respond to expressions of interest under the Community Right to Challenge under Part 5 Chapter 2 Localism Act 2011.

Non-Executive Functions Delegated to the Chief Executive

To discharge any non-executive function falling within the area of responsibility of the Chief Executive including, but not limited to, the functions set out in the paragraphs below.

1. To determine following consultation with the Chief Financial Officer, the early release of any employees, except the Corporate Directors, provided that the proposals are cost neutral to the Council over a specific period of time in accordance with the Council's Policy and the Council's External Auditors advice. (Proposals for the early release of the Chief Executive or any of the Corporate Directors must be considered by the full Council.)
2. To suspend a Corporate Director where their continued presence at work may prejudice an investigation or where there is a prima facie case of gross misconduct (the members of Cabinet to be notified as soon as possible after the action has been taken).
3. To approve changes to any document forming part of the Council's policy framework provided the proposed change:

- (a) Is prescribed by legislation or statutory instrument;
 - (b) Merely corrects a typographical error or errors; or
 - (c) Is of a minor nature i.e. the proposed change does not affect the substance of the document or change Council policy.
4. In respect of community governance reviews, to comply with the Council's duties and responsibilities under Chapter 3 Part 4 of the Local Government and Public Involvement in Health Act 2007.
 5. To act as Returning Officer for elections and as the Council's Electoral Registration Officer.
 6. As Returning Officer, to approve an annual increase in the fees and disbursements paid for Borough and Parish Elections.
 7. In consultation with the Legal Services Manager to make orders under s.91 of the Local Government Act 1972.

Executive Functions Delegated to the Corporate Directors

To discharge any executive function falling within the area of responsibility of the Corporate Directors including, but not limited to, the functions set out in the paragraphs below.

1. To engage, suspend, dismiss and deploy staff (in consultation with the officer responsible for strategic human resource issues) including:
 - (a) To review and amend the structure and staffing levels within approved budget provision;
 - (b) To fix commencing salaries for appointments and promotions as appropriate;
 - (c) To accelerate increments where specified levels of competence have been acquired;
 - (d) To re-grade posts in accordance with the Council's job evaluation scheme;
 - (e) To amend terms and conditions of employment;
 - (f) To deal with applications to take up outside appointments or engage in outside work for Officers at Grade 8 and above;
 - (g) To deal with applications for compassionate leave in excess of 10 days;
 - (h) To extend the time limit for lodging and travelling allowances up to 12 months in total;
 - (i) To deal with any matter relating to the payment of recruitment incentives within approved budget provision;

- (j) To take disciplinary action against staff.
- 2. To act as authorising officer for the purposes of the Regulation of Investigatory Powers Act 2000 and the Protection of Freedoms Act 2012.
- 3. Power to carry out surveillance which is / is not governed by the Regulation of Investigatory Powers Act 2000 subject to confirmation with the Legal services Manager and any member of the council's Corporate Management Team.
- 4. To make an application to a Justice of the Peace, in accordance with the Protection of Freedoms Act 2012, seeking an order approving the grant or renewal of a RIPA authorisation or notice and to represent the Council in making such an application.
- 5. In relation to the Property Investment Board, following their agreement (including the S.151 Officer), to approve investment in commercial properties up to £1,000,000 and funds permitting, in consultation with the Resources Portfolio Holder and to make recommendations for any commercial property investments over £1,000,000 to Cabinet.
- 6. To authorise appropriate staff to prosecute, defend or appear in the Magistrates Court, the county court, valuation panels and tribunals or other hearings.
- 7. To authorise injunctive proceedings.
- 8. To authenticate documents in connection with the exercise of executive functions.
- 9. To take proceedings for recovery of council owned land including forfeiture.
- 10. To waive fees and charges in exceptional circumstances.

Non-Executive Functions Delegated to the Corporate Directors

To discharge any non-executive function falling within the area of responsibility of the Corporate Directors including, but not limited to, the functions set out in the paragraphs below.

- 1. To determine following consultation with the Chief Financial Officer, the early release of any employees, except the Chief Executive and Corporate Directors, provided that the proposals are cost neutral to the Council over a specific period of time in accordance with the Council's Policy and the Council's External Auditors advice. (Proposals for the early release of the Chief Executive or any of the Corporate Directors must be considered by the full Council.)
- 2. Determination of appeals against cautions and dismissals in accordance with the Council's Disciplinary and Capability Procedures where there has been no previous involvement with the decision making process.
- 3. To sign/seal documents on behalf of the Council including any agreement, contract, notice, demand, order or other document.

4. To commence, defend, conduct, settle and appear in any legal proceedings to protect the Council's assets or interests or relating to the Council's functions.

Executive Functions Delegated to the Corporate Directors and all Heads of Service

To discharge any executive function falling within the area of responsibility of the Corporate Directors and all Heads of Service including, but not limited to, the functions set out in the paragraphs below.

1. To perform and/or carry out those functions of the Council within the relevant service area including:
 - (a) Incur, vary and discontinue expenditure;
 - (b) Manage the staffing, property, financial and other resources within their control;
 - (c) Procure works, goods and services, including accepting tenders subject to all necessary approvals being received. (Where other than the lowest price is accepted prior approval of the Chief Financial Officer is required);
 - (d) To sign contracts/agreements/demands/orders/notices or other documents on behalf of the Council;
 - (e) Dispose of surplus vehicles, plant, machinery or equipment in accordance with the Council's Financial Regulations and Financial Procedure Rules;
 - (f) Terminate contracts;
 - (g) Exercise virements within the limits set out in the Council's Financial Regulations and Financial Procedure Rules, namely, that virements of up to £5,000 be delegated to Corporate Directors and Heads of Service with virements of up to £20,000 requiring the approval of the Chief Financial Officer and with virements over £20,000 also requiring the approval of the Resources Portfolio Holder;
 - (h) Serve, receive and act upon notices, give or refuse consents, issue determinations, apply for permissions and make orders in the exercise of the Council's power and duties;
 - (i) Respond to consultations from Government or other public bodies;
 - (j) Prepare bids for lottery and other external grant funding;
 - (k) Represent the Council on external bodies, partnerships or at other forums;
 - (l) Be responsible as client under the Construction (Design and Management) Regulations 2015 for all relevant projects undertaken by the Council within their service area.

2. To authorise any officer(s) under his/her control to exercise any of the functions delegated to him/her.
3. To deal with the following employment issues within their service area:
 - (a) Apply conditions of service;
 - (b) Make arrangements for staffing cover for a period of 24 weeks, including the appointment of temporary staff to cover periods of absence e.g. maternity, paternity, parental and adoption leave;
 - (c) To settle ex gratia payments in respect of loss or damage to the personal property of employees in consultation with the Council's Insurance Officer;
 - (d) Amend job descriptions of staff;
 - (e) Approve applications for leave of absence of up to 10 days in consultation with the officer responsible for strategic human resource issues;
 - (f) To approve overtime working within approved estimates;
 - (g) To approve acting up payments to officers undertaking additional responsibility associated with a higher graded post in consultation with the officer responsible for strategic human resource issues;
 - (h) To approve applications for job share where no additional financial burden falls on the Authority.
4. To alter normal opening hours in any buildings, premises or facilities owned or operated by the Council open to the public for specific events, public holidays or other urgent reasons.

Non-Executive Functions Delegated to the Corporate Directors and all Heads of Service

To discharge any non-executive function falling within the area of responsibility of the Corporate Directors and all Heads of Service including, but not limited to, the functions set out in the paragraphs below.

1. To designate attendance at meetings and events as approved duties for the purpose of eligibility for travel and subsistence allowance where such attendance is in connection with the discharge of the Council's functions, including its executive function.

Executive Functions Delegated to the Corporate Director Environment

To discharge any executive function falling within the area of responsibility of the Corporate Director Environment including, but not limited to, the functions set out in the paragraphs below.

1. The provision and management of the Council's Cemeteries under the Local Government Act 1972 and the Local Authorities Cemeteries Order 1977 as amended.
2. To exercise the powers conferred by the following legislation, and any regulations, orders, byelaws or other subsidiary legislation made thereunder and any enactments amending or replacing the same, and to appoint and authorise officers under any of the Statutes which fall within the remit of the Public Realm Section, including appearance in court:
 - (a) Animal Boarding Establishments Act 1963;
 - (b) Anti-Social Behaviour Act 2003;
 - (c) Anti-Social Behaviour Crime and Policing Act 2014;
 - (d) Control of Pollution Act 1974;
 - (e) Dogs Act 1871;
 - (f) Dangerous Dogs Act 1991;
 - (g) Dangerous Dogs (Amendment) Act 1997;
 - (h) Dogs (Protection of Livestock) Act 1953;
 - (i) Environment Act 1995 and 2021;
 - (j) Environmental Protection Act 1990 (in so far as it is an executive function);
 - (k) Guard Dogs Act 1975;
 - (l) Household Waste Duty of Care Regulations 2005;
 - (m) Litter Act 1983;
 - (n) Local Government (Miscellaneous Provisions) Act 1982.
 - (o) Tort (Interference with Good) Act 1977;
 - (p) Town Police Clauses Act 1847;
 - (q) Waste Framework Directive 2008.
3. To be responsible for delivering the Council's statutory responsibilities in respect of the Forest of Bowland Area of Outstanding Natural Beauty.
4. To waive fixed penalty notices for breaches of environmental legislation, where such notices are deemed to have been served incorrectly.
5. To operate the Hedgerow Regulations 1997 on land in the Borough of Wyre including issuing a Hedgerow Retention Notice.
6. To take action on dangerous trees including those under S154 of the Highways Act 1980.
7. To issue cautions in accordance with the Home Office Circular 16/2008.
8. To operate the deployment of mobile cameras for environmental offences.
9. To obtain licences issued under the Licensing Act 2003.

Non-Executive Functions Delegated to the Corporate Director Environment

To discharge any non-executive function falling within the area of responsibility of the Corporate Director Environment including, but not limited to, the functions set out in the paragraphs below.

1. To exercise the powers conferred by the following legislation and any regulations, orders, byelaws or other subsidiary legislation made thereunder and any enactments amending or replacing the same, and to appoint and authorise officers under any of the Statutes which fall within the remit of the Operations Section, including appearance in court:
 - (a) Animal Welfare Act 2006
 - (b) Anti-Social Behaviour, Crime and Policing Act 2014;
 - (c) Clean Neighbourhoods and Environment Act 2005;
 - (d) Control of Pollution (Amendment) Act 1989;
 - (e) Environment Act 1995 and 2021;
 - (f) Environmental Protection Act 1990 (in so far as it is a non-executive function);
 - (g) Health and Safety at Work etc. Act 1974
 - (h) Local Government (Miscellaneous Provisions) Act 1976;
 - (i) Refuse Disposal (Amenity) Act 1978;
 - (j) Licensing Act 2003;
 - (k) Gambling Act 2005;
 - (l) Zoo Licensing Act 1981;
 - (m) Dangerous Wild Animals Act 1976;
 - (n) Local Government (Miscellaneous Provisions) Act 1982;
 - (o) Caravan Sites and Controlled Development Act 1960;
 - (p) County of Lancashire Act 1984;
 - (q) House to House Collections Act 1939;
 - (r) Mobile Homes Act 2013;
 - (s) Scrap Metal Dealers Act 2013.
2. To take action pursuant to the Anti-Social Behaviour, Crime and Policing Act 2014 in connection with high hedges, including the service of remedial notices, action in default of remedial notices and authorising powers of entry to land under Part 8.
3. To instruct the legal team to make, confirm or revoke Tree Preservation Orders.
4. To instruct the legal team to serve notices and take action under Section 207 of the Town and Country Planning Act 1990 requiring the replacement of trees.
5. To deal with applications for felling or lopping trees included in a TPO or notification of intention to fell or lop trees in a conservation area.
6. To liaise with Lancashire County Council and deliver residual highway arrangements such as those relating to the maintenance of highway verges, trees and weed control.
7. To issue and serve notices requiring information as to the ownership, occupation and use of any land and to authorise proceedings in the event of non-compliance with any such notice.
8. To agree boating byelaws in accordance with the Local Government (Miscellaneous Provisions) Act 1976.

9. To make temporary reductions to car park fees, on specified car parks, during set times, for example during the pre-Christmas period, such changes to be limited in scope and aimed at promoting economic growth in the borough through higher use of the car parks by residents and visitors.
10. To issue and serve notices requiring information as to the ownership, occupation and use of any land and to authorise proceedings in the event of non-compliance with any such notice.

Executive Functions Delegated to the Corporate Director Communities

To discharge any executive function falling within the area of responsibility of the Corporate Director Communities including, but not limited to, the functions set out in the paragraphs below.

1. To obtain licences issued under the Licensing Act 2003.
2. To ensure overall management responsibility for the promotion and proper management of the Wyre Community Lottery and for compliance with the regulatory regime as a whole, including holding a lottery operating licence under the Gambling Act 2005.

Executive Functions Delegated to the Corporate Director Resources (S151 Officer) and in their absence to the Head of Finance (Deputy S151 Officer)

Executive Functions not delegated to the Legal Services Manager

To discharge any executive function falling within the area of responsibility of the Corporate Director Resources (S151 Officer) and in their absence to the Head of Finance (Deputy S151 Officer) including, but not limited to, the functions set out in the paragraphs below.

1. To consider compensation claims from an owner of land or premises for loss or expense incurred as a consequence of an asset being included in the Council's List of Assets of Community Value under Part 5, Chapter 3 of the Localism Act 2011 and, where necessary, to make payments in accordance with Regulations made under the Act.
2. To administer the Council's payroll function.
3. To undertake the proper administration of the Council's financial affairs in accordance with S151 of the Local Government Act 1972, Section 114 of the Local Government and Finance Act 1988 and the Accounts and Audit Regulations 2015.
4. To arrange all borrowing, financing and investment in line with the Council's Treasury Management Policy and in accordance with the CIPFA Code of Practice on Treasury Management.
5. To agree the deployment of reserves and provisions in accordance with their purpose.
6. To determine the amount of the council tax base.

7. To agree the NNDR1 and NNDR3 submissions in accordance with the Business Rates Retention Scheme.
8. To administer the Collection Fund on behalf of the Authority in accordance with section 89 and 90 of the Local Government Finance Act 1988.
9. To make appropriate banking arrangements on behalf of the Council.
10. To effect all insurances and manage the Council's insurance arrangements.
11. Power to write off bad debts without limit and to report these to the relevant executive member.
12. Responsibility for maintaining an adequate and effective system of internal audit.
13. To negotiate with debtors and waive approved fees and charges under exceptional circumstances and/or in appropriate cases.
14. To determine fees and charges in respect of summonses, Local Land Charge Searches, the recovery of costs and for inspecting and copying documents and access arrangements for viewing documents and registers in accordance with the relevant legislation.
15. To accept blight notices relating to properties affected by development or redevelopment in accordance with Section 150 of the Town and Country Planning Act 1990.
16. To settle maladministration claims against the Council and to agree compensation to persons adversely affected by maladministration, pursuant to section 92 of the Local Government Act 2000.

(Executive Functions also delegated to the Legal Services Manager)

To discharge any executive function falling within the area of responsibility of the Legal Services Manager including, but not limited to, the functions set out in the paragraphs below.

1. In relation to executive functions, to commence, defend, conduct, settle and appear in any legal proceedings to protect the Council's assets or interests or relating to the Council's functions.
2. To take all action required by law to acquire or dispose of interests in land and property including leases, tenancy agreements and easements.
3. To take all steps prescribed by law to implement compulsory purchase orders and to make relevant payments.
4. To implement an enforced sale including serving of notices, drawing up and sealing deeds, registering charges, taking possession and marketing the property in an appropriate manner and completing the sale of the property.

Non-Executive Functions Delegated to the Corporate Director Resources (S151 Officer) and in their absence to the Head of Finance (Deputy S151 Officer)

(Non-Executive Functions also delegated to the Legal Services Manager)

To discharge any non-executive function falling within the area of responsibility of the Corporate Director Resources (S151 Officer) and in their absence to the Head of Finance (Deputy S151 Officer) including, but not limited to, the functions set out in the paragraphs below.

1. To agree and enter into agreements pursuant to section 106 Town and Country Planning Act 1990 after consultation with the Head of Planning [and Regeneration Services](#).
2. To approve the naming of streets and the numbering of properties under Section 17 and 18 respectively of the Public Health Act 1925.

Non-Executive Functions Delegated to the Legal Services Manager (Monitoring Officer) and in their absence to the Deputy Monitoring Officer

To discharge any non-executive function falling within the area of responsibility of the Legal Services Manager (Monitoring Officer) and to delegate to the Deputy Monitoring Officer including, but not limited to, the functions set out in the paragraphs below.

1. To act as the Council's Monitoring Officer, in accordance with the provisions of the Local Government and Housing Act 1989.
2. To administer the Council's process, under the Localism Act 2011, for dealing with complaints of alleged breaches of the Wyre Code of Conduct and following consultation with the Independent Person to decide:
 - (a) To dismiss without further action, any complaint which he/she considers to be frivolous, vexatious, without merit or which otherwise fails to meet the preliminary tests set out in the Council's complaints process.
 - (b) That the complaint does not warrant a formal investigation and that an informal resolution be sought.
 - (c) That the complaint appears to amount to a breach of the Code of Conduct and to arrange for an investigation to be carried out, with the outcome to be reported to the Standards Committee.
 - (d) At the direction of the Standards Committee, when following an investigation, a breach of the Code of Conduct has been found, to agree a local resolution, in consultation with the Independent Person, subject to the complainant being satisfied with the outcome and subject to a summary report being submitted to the Standards Committee.

Executive Functions Delegated to the Legal Services Manager

To discharge any executive function falling within the area of responsibility of the Legal Services Manager including, but not limited to, the functions set out in the paragraphs below.

1. To instruct external solicitors and/or counsel to represent the Council.
2. To review decisions to include land and/or buildings on the Council's List of Assets of Community Value, pursuant to section 92 of the Localism Act 2011 and to review decisions relating to compensation pursuant to section 99 of the Localism Act 2011 in respect of assets of community value.
3. To act as the Senior Responsible Officer for the purpose of Part 11 Regulation of Investigatory Powers Act 2000.
4. To determine exemptions for requests and carry out reviews made under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.
5. To make an application to a Justice of the Peace, in accordance with the Protection of Freedoms Act 2012, seeking an order approving the grant or renewal of a RIPA authorisation or notice and to represent the Council in making such an application.
6. To perform the duties as indicated in the list of executive functions delegated to the Corporate Director Resources, Corporate Director Communities and Corporate Director Environment.
7. To sign and/or seal any documents on behalf of the Council including any agreement, contract, notice, demand, order, or other document.

Non-Executive Functions Delegated to the Legal Services Manager

To discharge any non-executive function falling within the area of responsibility of the Legal Services Manager including, but not limited to, the functions set out in the paragraphs below.

1. To act as the Council's Monitoring Officer.
2. To exercise the powers conferred by the following legislation, and any regulations, orders byelaws or other subsidiary legislation made thereunder and any enactments amending or replacing the same, and to appoint and authorise officers under any of the Statutes which fall within the remit of the Licensing section:
 - (a) Animal Boarding Establishments Act 1963
 - (b) County of Lancashire Act 1984
 - (c) Criminal Justice and Public Order Act 1994
 - (d) Game Act 1831
 - (e) Health and Safety at Work etc. Act 1974

- (f) Hypnotism Act 1952
 - (g) Local Government (Miscellaneous Provisions) Act 1976
 - (h) Local Government (Miscellaneous Provisions) Act 1982
 - (i) Public Health Act 1936
 - (j) Riding Establishments Act 1964
 - (k) Town Police Clauses Act 1847
 - (l) Transport Act 1985
 - (m) Vehicle (Crime) Act 2001
3. To exercise functions under the Licensing Act 2003
 4. In relation to the Gambling Act 2005, where no representations have been received or withdrawn:
 - (a) To authorise officers pursuant to section 304;
 - (b) To determine applications for premises licenses;
 - (c) To determine applications for variation of premises licenses;
 - (d) To determine applications for transfer of premises licenses;
 - (e) To determine applications for a provisional statement;
 - (f) To determine applications for club gaming or club machine permits;
 5. In respect of the Gambling Act 2005 and subordinate legislation:
 - (a) Power to exchange information;
 - (b) Power to provide information to the Gambling Commission;
 - (c) Power to exercise functions relating to the registration and regulation of small lotteries.
 6. To undertake the following functions in respect of the licensing of sex establishments under the provisions of Part II and Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 in accordance with the Council's Policy:
 - (a) Determining applications for grant, renewal, transfer or variation of a licence where no relevant objections have been received;
 - (b) Cancellation of licence;
 - (c) Enforcement of the provisions of Part II and Schedule 3.
 7. To perform the duties as indicated in the list of delegations to the Corporate Director Resources, Corporate Director Communities and Corporate Director Environment.
 8. To sign and/or seal any documents on behalf of the Council including any agreement, contract, notice, demand, order, or other document
 9. In consultation with the Chief Executive to make orders under s.91 of the Local Government Act 1972.

**Executive Functions Delegated to the Head of the Contact Centre and ICT Services
(interim arrangements)**

To discharge any executive function falling within the area of responsibility of the Head of the Contact Centre ~~and ICT Services~~ including, but not limited to, the functions set out in the paragraphs below.

1. To administer the calculation and payment of housing benefit and localised council tax support including the award of discretionary housing payments.
2. To authorise the investigation and prosecution of offences pursuant to the Council Tax Reduction Scheme (Detection of Fraud and Enforcement) (England) Regulations 2013 (in consultation with the legal team) and to agree the relevant sanctions and administrative penalties for use in the recovery of any overpayments of housing benefit and council tax support.
3. To take all necessary steps to undertake the calculation, collection, administration and recovery of Council Tax and Non-domestic rates, including the award of reliefs, the granting of discounts and dealing with appeals, in accordance with the Local Government Finance Act 2012, 1992 and 1988 (as amended from time to time) and government regulations and guidance.
4. To impose or quash penalties in accordance with Section 11 of the Local Government Finance Act 1992 (council tax discounts).
5. To make an application to a Justice of the Peace, in accordance with the Protection of Freedoms Act 2012, seeking an order approving a grant or renewal of a RIPA authorisation or notice and to represent to the Council in making such an application.

~~**Non-Executive Functions Delegated to the Head of the Contact Centre and ICT Services (interim arrangements)**~~

- ~~1. To approve the naming of streets and the numbering of properties under Section 17 and 18 respectively of the Public Health Act 1925.~~

Executive Functions Delegated to the Head of Governance and Business Support

To discharge any executive function falling within the area of responsibility of the Head of Governance and Business Support including, but not limited to, the functions set out in the paragraphs below.

1. Power to carry out surveillance which is not governed by the Regulation of Investigatory Powers Act 2000 subject to confirmation with the Legal Services Manager and any member of the Council's Management Team.
2. To determine whether or not land and/or property nominated as an 'asset of community value' under the provisions of Part 5, Chapter 3 of the Localism Act 2011 will be included in the Council's list of Assets of Community Value.
3. To submit reports, as the Council's designated Data Protection Officer, to the Information Commissioner's Office on breaches of the General Data Protection Regulations.

Non-Executive Functions Delegated to the Head of Governance and Business Support

To discharge any non-executive function falling within the area of responsibility of the Head of Governance and Business Support including, but not limited to, the functions set out in the paragraphs below.

1. To appoint members to the Independent Remuneration Panel.
2. To appoint Independent Members to the Audit Committee should legislation require this.
3. To convene a panel of any three councillors who are not in the Cabinet and have received the relevant training or can attend the required training before the appeal hearing takes place (and wherever practically possible to ensure that two are from the majority group and one from the minority group) to consider employment appeals in accordance with Council procedures.
4. To convene a panel comprising of any three members of the Licensing Committee to carry out hearings where under Licencing Act legislation it is necessary or appropriate for decisions to be made by a panel or sub-committee rather than the full Licensing Committee.
5. To make minor changes to the Constitution to correct clerical mistakes, make factual amendments (including changes to job titles) to comply with the law or reflect decisions made by or on behalf of the Council (as provided in Article 19.02 of the Constitution).

Executive Functions Delegated to the Head of Planning ~~Services and Regeneration~~

To discharge any executive function falling within the area of responsibility of the Head of Planning ~~and~~ Regeneration including, but not limited to, the functions set out in the paragraphs below.

1. To authorise the making of a direction under Article 4 of the Town and Country Planning General Permitted Development Order 1995 after consultation with the relevant Portfolio Holder.
2. To authorise Council employees and other persons acting on behalf of the Council to exercise powers of entry under the National Parks and Access to the Countryside Act 1949, the Town and Country Planning Act 1990 and the Planning (Listed Buildings and Conservation Areas) Act 1990.
3. To be responsible, in consultation with the appropriate Cabinet Portfolio Holder, for all planning matters relating to Neighbourhood Development Plans and Orders under The Neighbourhood Planning (General) Regulations 2012 and the Planning Acts as amended, ~~subject to certain decisions which are controversial or which are subject to objections which are not withdrawn.~~

The exception is the adoption of a Neighbourhood Development Plan or Order, which is reserved for Full Council.

The Head of Planning Services and Regeneration shall be free to refer any matter or decision to the appropriate Cabinet Portfolio Holder or to full Cabinet (as appropriate) for determination. The Head of Planning Services and Regeneration shall ensure that care is taken to identify any case within his/her delegated authority where unusual circumstances or other reasons suggest the desirability of Councillor consideration. To assist in this process, the Cabinet Portfolio holder will be kept up to date of forthcoming decisions on Neighbourhood Planning matters.

Note: An explanatory schedule, setting out the stages in the Neighbourhood Development Plan process at which a decision will need to be taken, is attached as an Appendix to this Scheme of Delegation.

4. To give written and issue community protection notices under the Anti-Social Behaviour, Crime and Policing Act 2014.

Non-Executive Functions Delegated to the Head of Planning Services and Regeneration

To discharge any non-executive function falling within the area of responsibility of the Head of Planning and Regeneration including, but not limited to, the functions set out in the paragraphs below.

1. To determine of all forms of applications for permission, approval, consent, certificates and prior approvals/notifications, consultations and other determinations made under Town and Country Planning legislation, including legislation relating to listed buildings, conservation areas and hazardous substances, unless:

- (a) A ward councillor representing the ward within which the application site lies or a ward councillor representing an adjoining ward has requested that the application be considered by the Planning Committee, subject to the request being received by the Head of Planning Services and Regeneration within 15~~0~~ working days of the date of the email providing members with a link to the weekly list of planning applications, which includes the planning application requested and:-

Note: this exception shall only apply to applications for Planning Permission or Advertisement Consent and does not apply to resubmitted applications where no substantial change has been made to the original application which was refused or withdrawn. Where the councillor requesting the determination by Planning Committee is unable to attend the meeting to speak, consideration of a letter from that councillor will be at the discretion of the Chairman of the Committee.

- (b) Any such request to the Head of Planning and Regeneration must state the planning reasons for doing so and include confirmation that they do not consider themselves to have a disclosable pecuniary interest relating directly to the Planning Permission or Advertisement Consent.

2. To determine any matter relating to fees arising on applications under the Town and Country Planning Act 1990 subject to compliance with statutory provisions and Council policy.
3. To decline to determine repetitive applications for planning permission under the Town and Country Planning Act 1990, Planning and Compensation Act 1991 and the Town and Country Planning (Control of Advertisements)(England) Regulations 2007.
4. To determine applications for hazardous substances consent under the Planning (Hazardous Substances) Act 1990 and related powers.
5. To determine persons and agencies to be consulted and notified on the making of planning and other applications.
6. To determine whether planning or other applications should be subject to environmental impact assessment and if so, what information should be contained in assessments.
7. To revoke or modify planning permission following consultation with the Chairman or Vice Chairman of Planning Committee under Section 97 of the Town and Country Planning Act 1990.
8. To approve the terms of planning obligations under Section 106 of the Town and Country Planning Act 1990 regulating the use or development of land.
9. To serve building preservation notices.
10. To issue discontinuance notices under the Town and Country Planning (Control of Advertisements) Regulations 2007.
11. To determine, in respect of any report of an alleged breach of planning control, whether or not it is expedient to take formal enforcement action.
12. To issue, vary and withdraw enforcement notices for breach of planning control under the Town and Country Planning legislation.
13. In relation to listed buildings:
 - (a) To issue of listed building enforcement notices;
 - (b) To issue of repairs notices;
 - (c) To Execute urgent works including works in default.
14. To issue stop notices and temporary stop notices.
15. To issue breach of condition notices or planning contravention notices.
16. To Issue completion notices under S94 (2) of the Town and Country Planning Act 1990.
17. To authorise, make and confirm orders under S257 of the Town and Country Planning Act 1990 regarding the stopping up or diverting of footpaths/bridleways,

subject to the applicant being responsible for the council's costs and to there being no outstanding objections.

18. To take steps to secure compliance with an enforcement notice either through prosecution, execution of works or by taking any other action under the Town and Country Planning Act 1990, Building Act 1984 and Planning Listed Buildings and Conservation Areas Act 1990 or any Regulation or orders made thereunder.
19. To apply for injunctions restraining a breach of planning control.
20. To take action, serve notices and enforce any notice served under section 215 Town and Country Planning Act 1990.
21. To authorise rights of entry on land under S196A of the Town and Country Planning Act 1990 in relation to potential breaches of planning control.
22. To issue and serve notices requiring information as to the ownership, occupation and use of any land and to authorise proceedings in the event of non-compliance with any such notice.
23. For the purposes of the Town and Country Planning (Enforcement Notices and Appeals) Procedure, to make a statement as to whether or not the Council would grant planning permission for the development alleged and, if so, on what conditions.
24. To approve, in consultation with the relevant Portfolio Holder, any update to the Local Development Scheme.
25. To comment whenever the Council is consulted by other public authorities or bodies on development proposals.
26. To make comments to the Planning Inspectorate relating to any proposed nationally significant infrastructure project, within or impacting on the Borough when responses are required to be submitted by the Council within 56 days.
27. In cases of urgency, and after consultation with the relevant Portfolio Holder, to authorise the making of a Direction under Article 4 of the Town and Country Planning (General Permitted Development) Order (1995) as amended.
28. To authorise the execution of works in accordance with Section 54(1) of the Planning (Listed Building and Conservation Areas) Act 1990.
29. To issue notices under Section 55 of the Planning (Listed Building and Conservation Areas) Act 1990.
30. To publish an Authorities Monitoring Report.
31. To apply for an injunction in relation to a listed building.
32. To serve listed building preservation notices under S3 and S4 of the Planning (Listed Buildings and Conservation Areas) Act 1990 and related powers.

33. To enter land in Part 2 of the Brownfield Land Register under Regulation 3 of the Town and Country Planning (Brownfield Land Register) Regulations 2017.

Note: the Planning Development Manager is authorised to perform duties set out in paragraphs 1 to 7, ~~and 9 to 18 and 20 to 23~~²⁰ of the Non-Executive Functions above, the Principal Planning Officer is authorised to perform duties set out in paragraphs 1, 9 to 18 and 20 to 23 and the Senior Planning Officers (~~Development Management~~) are authorised to perform duties set out in paragraph 1 of the Non-Executive Functions above.

Executive Functions Delegated to the Head of Engineering

To discharge any executive function falling within the area of responsibility of the Head of Engineering including, but not limited to, the functions set out in the paragraphs below.

1. Responsibility for relevant tasks and permissive tasks under the Council's residual highways agreement with LCC.
2. To carry out works and place objects and structures on, in or over a highway for the purposes of providing a service for the benefit of the public or a section of the public such as seats, bus stops and shelters under Section 115B of the Highways Act 1980.
3. To take any necessary action under section 25 and 26 of the Local Government (Miscellaneous Provisions) Act 1976 where an excavation is accessible from a highway or place of public resort and is a danger to the public.
4. To arrange for the maintenance of coastal defences, water courses and pumping stations.
5. To exercise powers under the Land Drainage Act 1991.
6. To exercise powers in relation to local flood risk management.
7. To exercise the Council's functions as risk management authority as defined under section 6 of the Flood and Water Management Act 2010.
8. To exercise the Council's functions as designating and responsible authority as defined under Schedule 1 of the Flood and Water Management Act 2010.
9. To serve notices under S25 (maintaining the flow of watercourses) and S28 (cleansing of ditches) of the Land Drainage Act 1991.
10. To arrange maintenance of Fleetwood Ferry Dock and Knott End Landing Stage.
11. To operate the Decriminalised Parking Enforcement System in partnership with LCC and to determine representations and challenges and process appeals.
12. To arrange for the temporary prohibition of traffic on roads and closure of roads.

Non-Executive Functions Delegated to the Head of Engineering

To discharge any non-executive function falling within the area of responsibility of the Head of Engineering including, but not limited to, the functions set out in the paragraphs below.

1. To exercise the powers conferred by the following legislation, and any regulations, orders, byelaws or other subsidiary legislation made thereunder and any enactments amending or replacing the same, and to appoint and authorise officers under any of the Statutes which fall within the remit of the Engineering Section, including appearance in court:
 - (a) County of Lancashire Act 1984;
 - (b) Highways Act 1980;
 - (c) Public Health Act 1936.
2. To make agreements and orders under S25 and S26 of the Highways Act 1980 regarding the creation of public footpaths.

Executive Functions Delegated to the Head of Housing and Community Services

To discharge any executive function falling within the area of responsibility of the Head of Housing and Community Services including, but not limited to, the functions set out in the paragraphs below.

1. To act on behalf of the Council on all matters relating to the discharge of the housing functions of the Council, which include but are not limited to all functions under the provisions of housing legislation, public and private sector housing, homelessness, the administration of grants for improvement and repair of properties and housing strategy.
2. To receive and consider applications for and to approve or refuse to make grants for disabled facilities and discretionary housing assistance.
3. To assess, advise and where appropriate assist (including the award of discretionary housing assistance) all households presenting themselves as homeless or threatened with homelessness in accordance with relevant legislation and guidance.
4. To exercise the Council's responsibilities in relation to the implementation and administration/operation of the Choice Based Lettings Scheme.
5. To implement and exercise powers confirmed by the following legislation and any regulations, orders, byelaws or other subsidiary legislation made thereunder and any enactments amending or replacing the same, including instigating proceedings and authorising officers under any of the Statutes which fall within the remit of housing, buildings, blight and environmental protection:
 - (a) Building Act 1984;
 - (b) Environmental Protection Act 1990;
 - (c) Homelessness Act 2002;
 - (d) Home Energy Conservation Act 1995;
 - (e) Housing Acts 1985, 1988, 1996 and 2004;
 - (f) Housing Grants Construction and Regeneration Act 1989;
 - (g) Housing Health and Safety Rating System Regulations 2005;
 - (h) Houses in Multiple Occupation Regulations 2006;

- (i) Local Government and Housing Act 1989;
 - (j) Local Government (Miscellaneous Provisions) Act 1982- section 29;
 - (k) Protection from Eviction Act 1977 (as amended by the Housing Act 1988);
 - (l) Public Health Act 1936 and 1961;
 - (m) Regulatory Reform (Housing Assistance) Order 2002.
6. To issue licences and generally to manage the Council's scheme for the selected licensing of private rented accommodation.
 7. To consider the implementation of management orders in respect of void properties and empty dwelling management orders in respect of empty homes.
 8. To create, review and maintain an advisory list of building contractors for renovation grants.
 9. To approve house renovation grants together with making stage and final payments.
 10. In consultation with the Corporate Director Resources, the taking of appropriate enforcement action in relation to Statutory Overcrowding, housing standards including requisition for information, the issuing of Improvement notices, Hazard Awareness Notices, Prohibition Orders, Demolition Orders and Minimal Energy Performance Standards. To exercise Power of entry, power to exercise works, power to purchase dwellings found on appeal to be hazardous and beyond repair at reasonable expense.
 11. The taking of action in relation to House in Multiple Occupation (HMO) e.g. duty to licence HMOs where specified, power to implement a registration scheme, power to execute work to remove serious hazards or to remedy neglect of management, power to limit number of occupants, making of a Management Order, powers of entry.
 12. Under the Redress Schemes for Letting Agency Work and Property Management Work (Requirement to belong to a scheme etc) (England) Order 2014 to set and impose a penalty charge (to a maximum of £5,000); to undertake the service and signing of notices; to consider and determine representations and objections; to recover the mandatory penalty through a certificate.
 13. To ensure overall management responsibility for the promotion and proper management of the Wyre Community Lottery and for compliance with the regulatory regime as a whole, including holding a lottery operating licence under the Gambling Act 2005.

Non-Executive Functions Delegated to the Head of Housing and Community Services

1. To issue and serve notices requiring information as to the ownership, occupation and use of any land and to authorise proceedings in the event on non-compliance with any such notice in accordance with s.16 of the Local Government (Miscellaneous Provisions) Act 1976.

Executive Functions Delegated to the Head of **Built Environment Assets**

To discharge any executive function falling within the area of responsibility of the Head of **Built Environment Assets** including, but not limited to, the functions set out in the paragraphs below.

1. To make appropriate planning applications on behalf of the Council for any Council owned land and property assets where it is considered that a planning permission for an alternative use would be beneficial to the future management or disposal of the assets provided that the cost of making such an application does not exceed £10,000 per individual asset.
2. To negotiate, agree compensation and acquire properties identified by the Council and approved by Cabinet as appropriate for compulsory purchase under all appropriate Acts of Parliament.
3. To negotiate and agree terms for the granting of leases, licences and tenancy agreements to statutory undertakers for the implementation of infrastructure in accordance with their statutory obligations.
4. To agree terms for the granting, acquisition, variation or extinguishment of easements and wayleaves and where necessary to enter into Licences to enter third party land for the purposes of carrying out works.
5. To deal with all tenancy matters, including leases and licences, where the annual market rent or fee is less than £25,000 and the period of the licence or tenancy does not exceed 30 years.
6. To negotiate, agree terms and document all rent and licence fee reviews for all leases and licences granted by the Council, including serving of notices.
7. To take all appropriate action to recover possession of all land and buildings let by the Council in circumstances where the lessee, tenant or licensee has become bankrupt, insolvent or where such other grounds for forfeiture arise.
8. To approve building plans submitted to fulfil covenants previously imposed by the Council.
9. To deal with applications for variation or release of covenants imposed by the Council or its predecessors on the sale of property.
10. With respect to the shared ownership scheme at Jubilee Drive, Cleveleys:
 - (a) To agree the open market value of the properties for subsequent disposals;
 - (b) To instruct the Valuation Office Agency if necessary;
 - (c) To release the resale covenant to complete the purchase of the dwelling within the two month timescale.

11. To negotiate and agree, in consultation with the Corporate Director of Resources, any dilapidation claim arising from a lease or licence either granted by the Council or held by the Council.
12. To take appropriate action on behalf of the Council's market franchise rights including allowing quality rival markets for periods of not more than 14 days in any one year subject to the payment of a negotiated fee.
13. Subject to prior declaration as surplus to requirements, and observing the requirements of Section 123 of the Local Government Act 1972 to obtain the best price that can reasonably be obtained, to approve:
 - (a) The sale of land and buildings of up to £20,000 in any one case;
 - (b) The sale of property by public auction and to determine the reserve price.
14. To determine all applications under the Building Act 1984 for building regulation approval/rejection including applications for relaxation of Regulations and the following:
 - (a) To exercise the functions set out in Part 1 (power to make building regs) and Part 2 (supervision of building work);
 - (b) Section 24 (means of ingress and egress at certain buildings to which the public have access);
 - (c) Section 77 to 83 (dangerous buildings).
15. In consultation with the Legal Services Manager, to take all relevant enforcement actions under Sections 35 & 36 of the Building Act 1984 and in respect of breaches of the Building Regulations.
16. To exercise the functions set out in Sections 77 to 83 of the Building Act 1984 (Dangerous, ruinous and dilapidated buildings and notices in respect of intended demolition) including the authorisation of works in default.
17. To determine charges within the provisions of the Council's Scheme of Charges for Building Regulation Work.
18. To refuse or accept initial notices, final notices or building notices under the Building Act 1984.
19. To issue completion certificates in appropriate circumstances under the Building Regulations.

Non-Executive Functions Delegated to the Head of Built Environment Assets

To discharge any non-executive function falling within the area of responsibility of the Head of Built Environment Assets including, but not limited to, the functions set out in the paragraphs below.

1. To issue and serve notices requiring information as to the ownership, occupation and use of any land and to authorise proceedings in the event of non-compliance

with any such notice in accordance with s.16 of the Local Government (Miscellaneous Provisions) Act 1976.

Executive Functions Delegated to the Head of Environmental Health and Community Safety

To discharge any executive function falling within the area of responsibility of the Head of Environmental Health and Community including, but not limited to, the functions set out in the paragraphs below.

1. In so far as they are executive functions, to exercise the powers conferred by the following legislation, and any regulations, orders, byelaws or other subsidiary legislation made thereunder and any enactments amending or replacing the same, and to appoint and authorise officers under any of the Statutes, which fall within the remit of the Environmental Health and Community Safety team, including appearance at Court:
 - (a) Animals Act 1971;
 - (b) Animal Health Act 1981;
 - (c) Animal Welfare Act 2006;
 - (d) Anti-social Behaviour, Crime and Policing Act 2014;
 - (e) Breeding and Sale of Dogs (Welfare) Act 1999;
 - (f) Criminal Justice and Police Act 2001 (S 19)
 - (g) Clean Air Act 1993;
 - (h) Control of Pesticides Regulations 1986;
 - (i) Environmental Protection Act 1990;
 - (j) Environment Act 1995 and 2021;
 - (k) Equality Act 2010 (regarding taxi travel);
 - (l) European Communities Act 1972
EU Food Hygiene Regulations / Statutes as retained EU Law under the European (Withdrawal) Act 2018 as amended by the European Union (Withdrawal Agreement) Act 2020
 - (m) Factories Act 1961;
 - (n) Food Act 1984;
 - (o) Food Safety Act 1990;
 - (p) House to House Collections Act 1939;
 - (q) Licensing Act 2003;
 - (r) Local Government Act 1988;
 - (s) Mobile Homes Act 1983;
 - (t) Motor Salvage Operators Regulations 2002;
 - (u) Noise Act 1996;
 - (v) Noise and Statutory Nuisance Act 1993;
 - (w) Pollution Prevention and Control Act 1999;
 - (x) Salmon and Fresh Water Fisheries Act 1923 (Amendment) Act 1964;
 - (y) Slaughter of Poultry Act 1967; and
 - (z) Working Time Regulations 1998.

2. To exercise the provisions of an issue notices under Sections 43 and 48 of the Anti-Social Behaviour 2003.

3. Power to carry out surveillance which is not governed by the Regulation of Investigatory Powers Act 2000 subject to confirmation with the Legal Services Manager and any member of the Council's Corporate Management Team.
4. Power to carry out surveillance which is governed by the Regulation of Investigatory Powers Act 2000 as agreed by an authorising officer.
5. To make an application to a Justice of the Peace, in accordance with the Protection of Freedoms Act 2012, seeking an order approving the grant or renewal of a RIPA authorisation or notice and to represent the Council in making such an application.
6. To issue simple cautions for Adult Offenders under guidance effective from 13 April 2015.
7. To give written and issue community protection notices under the Anti-Social Behaviour, Crime and Policing Act 2014.

Non-Executive Functions Delegated to the Head of Environmental Health and Community Safety

To discharge any non-executive function falling within the area of responsibility of the Head of Environmental Health and Community including, but not limited to, the functions set out in the paragraphs below.

1. In so far as they are non-executive functions, to exercise the powers conferred by the following legislation, and any regulations, orders, byelaws or other subsidiary legislation made thereunder and any enactments amending or replacing the same, and to appoint and authorise officers under any of the Statutes, which fall within the remit of the Environmental Health and Community Safety team, including appearance at Court:
 - (a) Animal Boarding Establishments Act 1963;
 - (b) Breeding of Dogs Act 1973;
 - (c) Breeding of Dogs Act 1991;
 - (d) Building Act 1984;
 - (e) Caravan Sites Act 1968;
 - (f) Caravan Sites and Control of Development Act 1960;
 - (g) Clean Air Act 1993;
 - (h) Clean Neighbourhoods and Environment Act 2005;
 - (i) Control of Pollution Act 1974;
 - (j) County of Lancashire Act 1984;
 - (k) Criminal Justice and Public Order Act 1994;
 - (l) Dangerous Dogs Act 1991;
 - (m) Dangerous Wild Animals Act 1976;
 - (n) Deer Act 1991;
 - (o) Environmental Protection Act 1990;
 - (p) Environmental Act 1995 and 2021;
 - (q) European Communities Act 1972 (re enforcement of the European Food Hygiene Regulations;
 - (r) EU Food Hygiene Regulations / Statutes as retained EU Law under the European (Withdrawal) Act 2018 as amended by the European Union (Withdrawal Agreement) Act 2020

- (s) Food and Environment Protection Act 1985;
 - (t) Food Safety Act 1990;
 - (u) Gambling Act 2005;
 - (v) Game Act 1831;
 - (w) Guard Dogs Act 1975;
 - (x) Health Act 2006 and 2009;
 - (y) Health and Safety at Work Act 1974;
 - (z) Hypnotism Act 1952;
 - (aa) Licensing Act 2003;
 - (bb) Local Government and Housing Act 1989;
 - (cc) Local Government (Miscellaneous Provisions) Act 1976;
 - (dd) Local Government (Miscellaneous Provisions) Act 1982;
 - (ee) Materials and Articles in Contact with Food Regulations 2012;
 - (ff) Mobile Homes Act 1983 and 2013;
 - (gg) National Assistance Act 1948;
 - (hh) Noise and Statutory Nuisance Act 1993;
 - (ii) Offices, Shops and Railway Premises Act 1963;
 - (jj) Pet Animals Act 1951;
 - (kk) Poisons Act 1972;
 - (ll) Police, Factories etc. (Miscellaneous Provisions) Act 1916;
 - (mm) Prevention of Damage by Pests Act 1949;
 - (nn) Public Health Act 1936;
 - (oo) Public Health Act 1961;
 - (pp) Public Health (Control of Diseases) Act 1984;
 - (qq) Rehabilitation of Offenders Act 1974 (in relation to enforcement of taxi licensing);
 - (rr) Riding Establishments Act 1964;
 - (ss) Riding Establishments Act 1970;
 - (tt) Scrap Metal Dealers Act 2013;
 - (uu) Slaughterhouses Act 1974;
 - (vv) Sunday Trading Act 1994;
 - (ww) Town Police Clauses Act 1847;
 - (xx) Transport Act 1985;
 - (yy) Vehicles (Crime) Act 2001;
 - (zz) Water Industry Act 1991;
 - (aaa) Water Resources Act 1991;
 - (bbb) Zoo Licensing Act 1981.
2. To determine any action in accordance with the Policy for Taxi Licensing Enforcement.
 3. After consultation with the Chairman of Licensing Committee, to revoke or suspend licences relating to hackney carriages, private hire vehicles, their operators or drivers.
 4. To issue and serve notices requiring information as to the ownership, occupation and use of any land and to authorise proceedings in the event of non-compliance with any such notice.
 5. To exercise functions under the Licensing Act 2003.

Executive Functions Delegated to Revenues Manager and Senior Compliance Officers

To discharge any executive function falling within the area of responsibility of the Revenues Manager and Senior Compliance Officers including, but not limited to, the functions set out in the paragraphs below.

1. To make an application to a Justice of the Peace, in accordance with the Protection of Freedoms Act 2012, seeking an order approving the grant or renewal of a RIPA authorisation or notice and to represent the Council in making such an application.
2. Power to carry out surveillance which is not governed by the Regulation of Investigatory Powers Act 2000 subject to confirmation with the Legal Services Manager and any member of the Corporate Management Team.
3. Power to carry out surveillance which is governed by the Regulation of Investigatory Powers Act 2000 as agreed by an authorising officer.

Non-Executive Functions Delegated to the Partnership Officer (CCTV) and in their absence to the Manager of Environmental Protection and Community Safety

To discharge any non-executive function falling within the area of responsibility of the Partnership Officer (CCTV) including, but not limited to, the function set out in the paragraph below.

1. Officers must always ensure that prior to the purchasing, installing or modifying of any council CCTV system, approval and/or sign off must have been sought from the council's Partnership Officer (CCTV).

Formatted: Indent: Left: 0 cm, Fir

Formatted: Indent: Left: 0 cm, Ha

APPENDIX TO PARAGRAPH 3 OF THE EXECUTIVE FUNCTIONS DELEGATED TO THE HEAD OF PLANNING AND REGENERATION SERVICES RELATING TO NEIGHBOURHOOD PLANNING

Explanatory Schedule – expected stages where a decision will be required

Decision Required	Process to be undertaken	Proposed Scheme of Delegation	Comments
<p>Designation of a Neighbourhood Forum <i>(Neighbourhood Planning Regulations 2012 - Regulations 9 -10 as amended 2016)</i></p>	<p>Following receipt of the Neighbourhood Forum application, the local planning authority will undertake a six week consultation on the application.</p> <p>Representations submitted to the consultation will be considered when determining the application.</p> <p>The following time limits apply for determining a Neighbourhood Forum Application depending upon circumstances:</p> <ul style="list-style-type: none"> • 6 week consultation with a further 14 weeks to make a decision (20 week overall limit) – this applies when the Neighbourhood Forum Application falls within two or more local planning authorities. • 6 week consultation with a further 7 weeks to make a decision (13 week overall 	<p>Decision to designate the Neighbourhood Forum is delegated to the Head of Planning and Regeneration Services, unless objections are received and not withdrawn, in which case the decision will be made by the Cabinet Portfolio Holder.</p>	<p>This stage would only apply for non-parished areas that are undertaking Neighbourhood planning.</p>

	<p>limit) – this applies in all other cases.</p>		
<p>Designation of a Neighbourhood Area</p> <p><i>(Neighbourhood Planning Regulations 2012 - Regulations 5A, 6 -7, as amended 2015 and 2016)</i></p>	<p>Following receipt of the Neighbourhood Area application, the local planning authority will undertake a consultation on the application.</p> <p>Representations submitted to the consultation will be considered when determining the application.</p> <p>The following time limits apply for determining a Neighbourhood Area Application depending upon circumstances:</p> <ul style="list-style-type: none"> • 6 week consultation with a further 7 weeks to make a decision (13 week overall limit) – this applies when the Neighbourhood Area Application does not relate to the whole parish (and does not cover more than one local planning authority) or where the application is submitted by a Neighbourhood Forum; • 6 week consultation with a further 14 weeks to make a decision (20 week overall limit) – this applies when the Neighbourhood Area 	<p>Decision to designate the Neighbourhood Area is delegated to the Head of Planning <u>and Regeneration</u> Services, unless a consultation stage is required and objections are received and not withdrawn, in which case the decision will be made by the Cabinet Portfolio Holder.</p>	<p>The majority of Neighbourhood Area applications are expected to be straightforward and submitted by a Parish/Town Council for the whole parish. For such applications, there is a default approval of the Neighbourhood Area unless some or all of the proposed area has already been designated or pending determination through a separate proposal.</p> <p>For other applications as the majority of Neighbourhood Area Applications are not expected to be controversial, the proposed scheme of delegation will make it easier for the local planning authority to meet the target dates and also prevent unnecessary delay in the local planning authority issuing a decision.</p>

	<p>Application falls within two or more local planning authorities.</p> <p>Where a Neighbourhood Area application is submitted by a parish council for the whole of the parish council's administrative area, consultation on the application is not required, the local planning authority will designate the Neighbourhood Area in accordance section 61G of the 1990 Town and Country planning Act</p>		
<p>Signing off the local planning authority's representations on the pre submission draft</p> <p><i>Note: This is not a regulatory requirement but is considered best practice</i></p>	<p>The qualifying body is required to notify the local planning authority of the pre submission consultation. It is considered best practice for the local planning authority to submit representation at the pre submission stage to assist in Plan preparation.</p>	<p>Decision delegated to the Head of Planning Services and Regeneration, unless in his/her opinion the draft Plan and its content is considered to be controversial or of significant public interest in which case the decision will be made by the Cabinet Portfolio Holder.</p>	<p>The majority of Plans are not expected to be controversial and the aim of the local planning authority submitting comments on the pre submission draft is to assist the qualifying body in finalising the submission version for examination. It will also highlight potential areas for improvement to assist in the operation of the adopted Plan.</p>
<p>Publicising the Plan Proposal or modification proposal and submission to examination</p> <p><i>(Neighbourhood Planning Regulations 2012 - Regulations 16 -17 as amended 2017 and 2018)</i></p>	<p>The local planning authority is required to publicise the submission version when it is satisfied that the Plan submitted is valid and should be accepted and publicised.</p>	<p>Decision delegated to the Head of Planning Services and Regeneration, unless in his/her opinion the draft Plan is invalid and should not be published, in which case the decision will be made by the Cabinet Portfolio Holder.</p>	<p>The local planning authority need to check that the submission Plan accords with the requirements set out in regulation 15 of the Neighbourhood Planning Regulations 2012 as amended 2017 and 2018.</p>

<p>Signing off the local planning authority's representations on the submission draft</p> <p><i>Note: This is not a regulatory requirement but is considered best practice</i></p>	<p>It is considered best practice for the local planning authority to submit representation at the submission stage.</p>	<p>Decision delegated to the Head of Planning Services and Regeneration, unless in his/her opinion the draft Plan and its content is considered to be controversial or of significant public interest in which case the decision will be made by the Cabinet Portfolio Holder.</p>	<p>The majority of Plans are not expected to be controversial. The local planning authorities' representations on the submission Plan will be considered by the independent examiner and representation should address any outstanding areas or concern, this can also include support for the proposals.</p>
<p>Whether the local planning authority declines or accepts a repeat proposal</p> <p><i>(Schedule 4B of the Town & Country Planning Act 1990)</i></p>		<p>Decision delegated to the Head of Planning Services and Regeneration, unless it is recommended that the repeat proposal should be declined, in which case the decision will be made by the Cabinet Portfolio Holder.</p>	<p>A repeat proposal is one where in the last two years, the local planning authority has refused to take forward a Plan or Order to referendum after examination or where a Plan or Order has failed at referendum.</p>

<p>Appointment of an examiner</p> <p><i>(Schedule 4B of the Town & Country Planning Act)</i></p>	<p>A suitably qualified independent examiner should be appointed in consultation with the relevant qualifying body.</p>	<p>Decision delegated to the Head of Planning Services and Regeneration, unless the qualifying body objects to the appointment and the objection is not withdrawn, in which case the decision will be made by the Cabinet Portfolio Holder.</p>	<p>Appointment of an examiner is undertaken in consultation with the relevant qualifying body and an objection is not envisaged.</p>
<p>Actions to take following receipt of an Examiner's report and consideration of modifications.</p> <p><i>(Schedule 4B of the Town & Country Planning Act 1990)</i></p>	<p>On receipt of the examiner's report, the local planning authority will have to consider the recommendations of the examiners' report, including whether the Plan meets the basic conditions and whether it can proceed to referendum.</p>	<p>Decision delegated to the Head of Planning Services and Regeneration, unless in his/her opinion the draft Plan and its content is considered to be controversial or of significant public interest in which case the decision will be made by the Cabinet Portfolio Holder.</p>	<p>It is envisaged that officers' and the qualifying body will have to jointly consider the recommendations. It will be the local planning authority's decision whether the Plan proceeds to referendum.</p>
<p>Whether to make (adopt) a Neighbourhood Development Plan or Order following Referendum</p> <p><i>(Section 38A of the Planning & Compulsory Purchase Act 2004)</i></p>	<p>Adopting the neighbourhood plan/order as part of the Development Plan is a decision that has to be taken by Full Council.</p>	<p>The decision is reserved for Full Council.</p>	<p>Decisions of this nature are reserved for Full Council.</p> <p>The Council needs to determine whether the 'making' of the Plan would be in breach, or otherwise be incompatible with any EU or human rights obligations.</p>



Report of:	Meeting	Date
Clare James, Corporate Director Resources (Section 151 Officer)	Council	20 April 2023

Members' Allowances Scheme

1. Purpose of Report

1.1 To detail the recommendations of the Independent Remuneration Panel (IRP) in relation to the Council's Members' Allowances Scheme ("the Scheme") subsequent to the interim review undertaken in January 2023.

2. Outcomes

2.1 A Scheme that properly reflects councillors' current roles, duties, responsibilities and commitments under the Council's Constitution.

3. Recommendations

3.1 That the Basic Allowance paid to each councillor be increased by 4.04%, from £4,545 per annum to £4,728 per annum, with effect from 18 May 2023. NOTE - the percentage multiplier formula used since 2012 cannot be applied owing to the pay increase for staff for 2022/23 being a flat rate increase of £1,925 on every spinal point. Instead the uprating of 4.04% on allowances has been suggested, which the majority of local councils are adopting where similar arrangements exist.

3.2 That the method in which Special Responsibility Allowances (SRAs) for members of the Executive, Group Leaders or Chairmen of Committees are calculated, continue to be based on the various current multipliers of the Basic Allowance for each of the posts as set out in Part 6.01 Section A of the Constitution.

3.3 That the SRAs paid to the Lead Member for Children and Young People and the Lead Member for Older People remain unchanged.

3.4 That no changes be made to the SRAs paid to the Mayor or the Deputy Mayor.

- 3.5 That the levels of allowances to be paid in 2023/24 as set out in Appendix 2, be noted.
- 3.6 That all other elements of the Council's Members' Allowances Scheme (Appendix 1) remain unchanged.
- 3.7 That as Ryan Hyde was resigning from the IRP, Mr Hyde be thanked for all his help as a member of the panel.
- 3.8 That, if approved, the revised version of the Members' Allowances Scheme and the levels of allowances be included in the Council's Constitution.
- 3.9 That the members of the IRP be thanked for their work on the 2022/23 interim review.

4. Background

Membership of the Panel

- 4.1 The Council is required to appoint an IRP to review its allowance payments to councillors periodically and recommend a Members' Allowances Scheme to the Council.
- 4.2 The Regulations require that IRPs consist of at least three members and that those members cannot be members of a committee or a sub-committee of an authority in respect of which the panel makes recommendations.
- 4.3 The members of the IRP for the interim review 2022/23 were:
 - Reverend John Squires (Chairman);
 - Professor Darren Ansell; and
 - Mr Ryan Hyde.

Terms of Reference of the Panel

- 4.4 The terms of reference of the IRP are:

To propose a scheme for Members' Allowances that:

- recognises the roles, duties and responsibilities of Members, both as decision makers and community representatives, under the Council's Constitution;
- is easy to understand by Members and the public;
- is simple to operate;
- includes provision for annual review without the need for fundamental change;

- considers, subject to the necessary legislation, whether allowances should be pensionable;
- considers what other allowances, such as travel and subsistence, should be paid and in what circumstances; and
- considers the provision for different levels of allowance reflecting the responsibilities of the post-holders.

Current Position and Scope of the Review

- 4.5** The principal components of Wyre's current Members' Allowances Scheme are a flat rate Basic Allowance for all Members (a statutory element of all local authority schemes), together with SRAs allocated to defined post-holders, the amounts reflecting the relative additional responsibilities of each post over and above the Basic Allowance. These are supported by allowances for travel and subsistence costs incurred on defined 'approved' duties. The Scheme also provides for the payment of Carer's and Dependant Carer's Allowances.
- 4.6** The full Scheme (as amended and to be agreed by Council at an early opportunity), including the levels of allowances for 2022/23, is attached as Appendix 1 and 2 of this report.
- 4.7** The last comprehensive review of the Scheme was undertaken by the IRP in 2021/22 and the recommended changes were approved at the Council meeting of 14 April 2022, taking effect from 12 May 2022.

Methodology

- 4.8** The IRP met on 18 January 2023 to conduct the review.
- 4.9** In 2012, Wyre introduced the practice of linking the basic allowance to the amount of the percentage increase paid to employees in the preceding year. This method has continued since that date. The IRP were unable to recommend the formula used since 2012 to uprate the basic allowance for 2023/24 owing to the pay increase for staff for 2022/23 being a flat rate increase of £1,925 on every spinal point. Instead, the uprating of 4.04% on allowances has been suggested, which the majority of local councils are adopting where similar arrangements exist.
- 4.10** The Panel agreed that the formula to be applied to the basic allowance paid to each councillor would be an increase of 4.04% with effect from 18 May 2023, which would increase it from £4,545 per annum to £4,728 per annum, unless the councillors wished to vote against it and take a lower percentage.
- 4.11** Prior to the commencement of the review, all councillors were invited to make comments or suggestions for consideration by the Panel. Four responses were received and the Panel noted those comments and

asked that the councillors who had responded be thanked for their contributions.

4.12 During the course of the review, the IRP considered:

- benchmarking data from the other district councils in Lancashire;
- the current version of the Scheme included in the Council's Constitution.

4.13 Members of the Panel also had an opportunity to make comments by email prior to the finalisation of this report.

5. Key Issues and Proposals

General comments

5.1 Having considered all the information available, the Panel has decided to recommend no changes to the Scheme. The details of the IRP's reasoning in coming to its conclusions are set out under each heading below.

Basic Allowances

5.2 The current Basic Allowance of £4,545 per annum paid to all Wyre Councillors is in the mid-range for similar authorities and for other districts in Lancashire.

5.3 Following the introduction of the process of increasing the Basic Allowance in line with the percentage increase in staff pay, recent increases since May 2018 have been 1%, followed by 2% increases from May 2019 and 2020, 2.75% in 2021 and a 1.75% increase from April 2022.

5.4 The Panel concluded that it was not possible to continue this practice in 2022/23 as flat rate increase was agreed for all staff of £1,925 on every spinal point. As an uprating of 4.04% on allowances (such as travel, accommodation, overtime etc.) was also part of the pay award this is being recommended as the level of increase on the basic allowance.

5.5 The Head of Governance and Business Support had submitted a report to the IRP to provide the IRP with information and options for the annual increase to the allowances paid to councillors and consider what would be an appropriate increase for councillors as a base figure for the calculation of Wyre councillors' allowances for 2023/24. In addition, an edited summary of a private forum discussion of the Association of Democratic Services Officers (ADSO) about the 2022/23 Local Government Pay Award and proposed Members' percentage increases had also been included for the benefit of the IRP. The Panel were happy with the comprehensive information provided, which they felt gave

sufficient information to make a reasonable comparison for this interim review of allowances.

- 5.6** The Panel considered that there was no case for an increase of more than the 4.04%, which was the favoured option by most of those participating in the ADSO forum. The 4.04% was lower than average pay growth and, when applied to the current level of basic allowance would be approximately £4,728, which was closer to the average. The consensus therefore was that a 4.04% increase was justifiable.

SRAs for the Leader, Deputy Leader and other Cabinet Members

- 5.7** The Panel considered that no further changes were required to the multipliers for the SRAs paid to the Leader, Deputy Leader and other Cabinet Members. The method in which Special Responsibility Allowances (SRAs) for members of the Executive are calculated would continue to be based on the current multipliers of the basic allowance.

SRAs for Party Group Leaders

- 5.8** Each Party Group Leader currently receives an SRA based on the number of Members in their Party Group (defined as two or more members of the authority who wish to be treated as a political group).
- 5.9** There are currently four Party Groups represented within the council and the Panel recognises that there is a need for the Leaders of the opposition groups to receive an allowance for the responsibilities they have to undertake when performing that role. The IRP is recommending that no change is required to the formula for calculating the allowance for Group Leaders and that the Leaders of the opposition groups continue to receive an allowance.
- 5.10** The method in which Special Responsibility Allowances (SRAs) for Group Leaders are calculated would continue to be based on the current multipliers of the basic allowance.

SRAs for Committee Chairmen

- 5.11** The last full review of SRAs for Committee Chairmen was in 2021/22 this resulted in an SRA increase to the Audit Committee Chairman. As part of this review, the Panel considered that no further changes were required to the multipliers for Committee Chairmen.
- 5.12** The method in which Special Responsibility Allowances (SRAs) for Chairmen of Committees are calculated would continue to be based on the various current multipliers of the basic allowance.

SRAs for Vice Chairmen

5.13 The Panel observed that some authorities now had allowances for Vice-Chairmen and discussed whether Vice Chairs should receive a SRA. It was resolved that there was insufficient evidence to indicate that an SRA would be justified. The IRP felt that it would be best to revisit this after the election in May 2023, at the next interim review.

SRAs for Lead Members and Member Champions

5.14 Wyre currently has two Lead Members - Lead Member for Older People and Lead Member for Children and Young People – who are appointed by the Leader of the Council. They have no decision-making powers. The council also has two Champions appointed by the Full Council – Armed Forces Champion and Mental Health Champion. As the role of both Lead Members and Champions is to develop expertise in their portfolio, provide information, advice and support where appropriate on those topics and to provide annual reports to Full Council, the IRP agreed to consider at the next review whether there was there was a case for the roles to be standardised.

5.15 At the last review, the IRP agreed that each Lead Member would continue to be paid a fixed sum of £250 per annum. The Panel considered that the SRAs paid to the Lead Member for Children and Young People and the Lead Member for Older People should remain unchanged until the next review, which would be after the next election, and that each Lead Member continue to be paid £250 in 2023/24.

SRAs for the Mayor and Deputy Mayor

5.16 The current levels of the allowances paid to the Mayor and Deputy Mayor of £9,423 and £1,848 per annum are in the mid-range for similar authorities. The Panel therefore concluded that the current levels of the allowances paid to the Mayor and Deputy Mayor remain reasonable for the roles undertaken and is recommending that no changes be made.

The Members’ Allowances Scheme

5.17 The Panel undertook a thorough review of all other elements of the Scheme in 2014/15, including provisions for Travel Allowances, Subsistence Allowances and Carer’s and Dependent Person’s Allowance.

5.18 The Panel scrutinised the current Scheme as part of the 2021/22 review and do not propose any additional changes to the Scheme for 2023/24.

Financial and legal implications	
Finance	The cost of the Panel’s proposed increase of 4.04% in the Basic Allowance is an estimated £9,150 and the consequential increases in the Special Responsibility Allowances based on multipliers of the Basic Allowance, would be £3,766.14 in 2023/24.

	These figures are within the aggregate estimated provision contained in the Medium Term Financial Plan.
Legal	The Council has a duty under Regulation 19 the Local Authorities (Members' Allowances) (England) Regulations 2003 to have regard to the recommendations of the Panel when considering any changes to the Scheme. The Council is also required, (under Regulation 22) to publicise receipt of the report and the main features of the Panel's recommendations.

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	x
ICT	x
data protection	x

Processing Personal Data

In addition to considering data protection along with the other risks/ implications, the report author will need to decide if a 'privacy impact assessment (PIA)' is also required. If the decision(s) recommended in this report will result in the collection and processing of personal data for the first time (i.e. purchase of a new system, a new working arrangement with a third party) a PIA will need to have been completed and signed off by Data Protection Officer before the decision is taken in compliance with the Data Protection Act 2018.

Report Author	Telephone No.	Email	Date
Marianne Unwin	01253 887326	marianne.unwin@wyre.gov.uk	13 March 2023

List of Background Papers:		
Name of Document	Date	Where available for inspection
None	-	-

LIST OF APPENDICES

- Appendix 1 Current Members' Allowances Scheme
- Appendix 2 Proposed Levels of Allowances for 2023/24

This page is intentionally left blank

Members' Allowances Scheme

Section A: General Conditions

1. The following sections describe the arrangements under which Members may claim allowances; the procedure for submitting a claim; and levels of allowances. The general conditions outlined in this section apply to all claims. Appendix A sets out the scheme and shows the current level of Allowances and will be updated whenever amendments are made.
2. Members may be entitled to claim the following type of allowance:
 - (a) Basic Allowance
 - (b) Special Responsibility Allowance
 - (c) Travel Allowance
 - (d) Subsistence Allowance
 - (e) Carer's and Dependent Person's Allowance

If any member wishes to forego any of the above allowances, notification in writing must be made to the Chief Executive by the beginning of each municipal year; otherwise, allowances will be paid automatically for Special Responsibility and Basic Allowances and on the receipt of claims for other allowances.

3. Basic Allowance

This is based on an annual sum paid in equal monthly amounts and will be paid without claim to all Members apportioned on a daily basis for their period of office starting on the fourth day after their election. **The Allowance is taxable.**

The Scheme is approved by the full Council, on the basis of recommendations made by the Independent Remuneration Panel (IRP). The IRP reviews the scheme annually – undertaking a full review every 3 years and a “light-touch” interim review in other years. Any recommendations made by the Panel are reported to the Council with any approved changes implemented at the start of the Municipal Year in May.

Since 2012 the Basic Allowance paid to each Councillor has been linked to the percentage increase in staff pay in the preceding year or a suitable proxy.

The amounts currently payable under the Scheme are set out in Appendix A.

4. Special Responsibility Allowance

This may be claimed only by the holders of certain designated posts and is calculated by reference to the Basic Allowance.

The allowance is based on an annual sum paid in equal monthly amounts. It will be apportioned on a daily basis for members starting and finishing their period of special responsibilities during the course of the financial year.

Post	Calculation
Leader	4 x Basic Allowance
Deputy Leader	0.5 x Basic Allowance
Cabinet Members	2 x Basic Allowance
Group Leaders *	(n/55) x Basic Allowance, where n = no. of Members in Group
Chairman of Overview and Scrutiny Committee	1.5x Basic Allowance
Chairman of Audit Committee	1 x Basic Allowance
Chairman of Planning Committee	1.5 x Basic Allowance
Chairman of Licensing Committee	1 x Basic Allowance
Chairman of Standards Committee	0.1 x Basic Allowance
Lead Members**	Fixed sum as specified in Appendix A
Mayor***	Annual sum as specified in Appendix A
Deputy Mayor***	Annual sum as specified in Appendix A

Note * Payable in respect of a group of two or more Members.

** A fixed sum for 2023/24.

*** A fixed Annual Allowance which reflects the Mayor's/Deputy Mayor's Civic Duties.

The amount for Group Leaders will change consequent upon the results of by-elections or Full Council elections that affect the balance of the groups.

The Special Responsibility Allowance is taxable and other than fixed sum allowances, will be increased annually in line with the increase in the Basic Allowance.

See Appendix A for the current amounts.

5. Travel Allowance

(a) Journeys

Members are eligible for this allowance only where expenditure is ***necessarily incurred*** in the performance of an approved duty as defined in Section B. Mileage can only be claimed from a Member's home to the location at which the approved duty is taking place. If mileage is being claimed from a Member's place of work, then the claim must not exceed the home to work mileage and if the journey is shorter then the lower value must be claimed.

The prescribed rates of payment for travel within the United Kingdom are shown in Appendix A. For travel abroad actual expenditure is reimbursed (after prior approval by the Chief Financial Officer).

There are three modes of travel for which allowance is payable:-

- (1) By public transport (actual cost reimbursed).
- (2) By a Member's own motorcycle.

- (3) By a Member's own private motor vehicle, or one belonging to a member of his/her family or otherwise provided for his/her use.

When claiming mileage by a private vehicle, **only that for the shortest route is payable**. However, if the use of a motorway results in a substantial saving of time, the actual mileage may be claimed (details of which should be given).

These rates will be amended as necessary in order to ensure parity with the rates paid to Council employees.

Actual cost will be reimbursed for rail travel as with all public transport and the option that offers best value for the council will be selected.

Members can submit a request relating to rail travel via Democratic Services and are asked to provide plenty of notice as advance booking of rail fares can be significantly cheaper than standard prices. Members should use a website like the Trainline to identify preferred times of travel and be aware that some rail fares cannot be refunded if unused. Members will be contacted by a member of Finance to arrange collection of their travel documents.

Any deviation from this policy should be agreed in advance with the Corporate Director Resources (S.151 Officer), and in the event of a dispute, referred to the Cabinet.

(b) Incidental Expenses

Members are entitled to claim only those travel-linked expenses that are incurred in the performance of an approved duty, e.g. car parking fees, toll charges etc.

When making a claim, Members should give full details and, whenever possible, attach the relevant receipts to support claims.

(c) Motor Vehicle/Cycle Insurance and Driving Licence

Members are advised that they should ensure that their current insurance policy covers them for use on Council Business. Members are required to certify on their claim form that this has been adhered to and that they hold a current driving licence.

6. Subsistence Allowance

Members are eligible for this allowance only where expenditure is **necessarily incurred** in the performance of an approved duty as defined in Section B.

The prescribed rates of payment for the performance of duties within the United Kingdom are shown in Appendix A.

For performance of duties abroad actual expenditure is reimbursed (after prior approval by the Corporate Director Resources (Section 151 Officer)).

Members should give full details when submitting a claim for this allowance, and certify that they have incurred additional expense, attaching any receipts.

7. Carer's and Dependent Person's Allowance

Payments will be made for expenses that are actually and necessarily incurred by Members in the conduct of approved duties as defined in Section B. Care relates to dependant relatives living with the Member or co-optee, as follows:

- (i) children aged 14 or under;
- (ii) elderly relatives requiring full-time care; and
- (iii) relatives with disabilities who require full-time care.

Receipts for the care costs incurred must be provided.

Allowances cannot be claimed for care provided by an immediate family member or a member of the Councillors household.

The current rate is shown at Appendix A.

This rate will be amended as necessary in order to reflect the national minimum wage.

8. IT Costs

All Councillors are supplied with a tablet computer which enables them to download and view agendas, reports and minutes before, during and after meetings. The tablet devices can also be used by Councillors to send and receive emails when they have access to wi-fi. The separate IT Allowance, previously paid in addition to the Basic Allowance was therefore withdrawn with effect from 2 May 2019.

However, the Chief Executive is authorised, in exceptional circumstances, to make a payment to a Councillor experiencing financial hardship to obtain internet access at home.

Section B: Meaning Of "Approved Duty"

9. Approved Duties

Travel, subsistence and carer's and dependent person's allowances will only be paid for Councillors engaged on "approved duties" which are specified as follows:

- Meetings of bodies to which Councillors are appointed by the Council e.g. the Cabinet, Overview and Scrutiny Committee or Regulatory Committees;
- Meetings to which Councillors are invited in order to present a report or provide evidence;
- a meeting of Full Council;
- Task Groups appointed by Overview and Scrutiny Committee;
- a meeting of some other body to which the Council makes appointments or nominations e.g. Fleetwood Fielden Charity, or;

- duties undertaken on behalf of the Council as agreed by the Chief Executive (e.g. approved training).

10. Duties not Eligible for the Payment of Any Travel, Subsistence, Carers and Dependent Person's Allowances

- (i) Attendance by Members formally appointed as the Council's representatives at meetings of outside bodies consisting of local authority representatives who carry out functions closely connected with the Council's functions and who are authorised to pay travelling, subsistence and/or attendance allowances.
- (ii) Ward duties.
- (iii) Attendance at meetings considered to be of a party political nature.

Note: For ease of reference the full list of outside bodies for which allowances can be claimed, which is reviewed each year at the Council meeting in May, is published with the minutes of that meeting.

11. Attendance at Conferences

Travel and subsistence allowances will be paid at the usual rates to Members attending approved conferences, or other similar events.

12. Attendance at Official or Courtesy Visits

A Member attending an official or courtesy visit within the United Kingdom on behalf of the Borough, including Royal Garden Parties, shall be eligible for travel and subsistence allowances at the usual rates, attendance to be authorised by the Chief Executive.

13. Attendance at Meetings of Bodies Prescribed by the Secretary of State

The Local Government Act 1972 specifies that "approved duty" shall include the doing of anything as a member of a body prescribed by the Secretary of State to which the Member has been appointed by or on the nomination of the Council in pursuance of a duty imposed on or a power granted to the Council by any enactment or instrument (including Royal Charter). Any Member doing anything as a member of such a body for the purpose of, or in connection with, the discharge of the functions of that body is therefore eligible for travel and subsistence allowances at the usual rates.

Section C: Procedure for Claiming Allowances

- 14.** Allowance claims should be submitted to the Democratic Services Team on the official form by the 15th day of each month. All claims submitted by that date will be paid on the 15th day of the following month directly into the Councillor's bank account. Claims received after that date will be paid in the following month.

Members are required to submit claims within two months of the date on which the entitlement to the allowance arises is carried out.

When completing claim forms, Members are requested to:

- (a) Enter their name and address.
- (b) Delete modes of travel not applicable (ie. indicate if travel is by private car, private motor cycle or by public transport).
- (c) Indicate car or motor cycle details:
 - (i) Engine size of vehicle.
 - (ii) Make of vehicle.
 - (iii) Registration number of vehicle.
- (d) Enter date of duty.
- (e) Enter place of duty.
- (f) Enter amount of attendance or financial loss allowance received from an outside body.
- (g) Enter the place that the journey starts and finishes (including those for outside bodies).
- (h) Enter the names of official passengers taken in a private vehicle in order to qualify for a higher allowance.
- (i) Enter miles driven (based on the shortest route) or public transport fares incurred.
- (j) Enter amount of incidental expenses with the necessary explanatory detail.
- (k) Enter the subsistence amount claimed with the necessary explanatory detail and, whenever possible, attach any VAT receipts to support the amount.
- (l) Enter the number of hours claimed for the carer's allowance calculated from the time leaving home to the time returning to home.
- (m) Indicate by deleting yes/no if vehicle has been changed since last claim
- (n) Sign the form, ensuring that the statement above the signature has been adhered to.

Note: payment of these allowance is dependent on expenditure actually being incurred and Members must sign the form to that effect when claiming. Members are reminded that claims are not permissible when allowances have been claimed from another body.

An online form is located on the Councillor Portal or blank claim forms can be obtained from the Democratic Services Team.

15. Income Tax

A payment in respect of the performance of the duties of a Member counts as a taxable "emolument" (remuneration).

A payment which is no more than the reimbursement to the Member for the extra expense he/she has necessarily incurred in carrying out his/her duties is not normally taxable (reimbursement).

(a) Basic Allowance and Special Responsibility Allowance

These are payable to a Member as of right, whether or not he/she has lost earnings or incurred expenses. They are classed as REMUNERATION and are regarded by Inland Revenue as **taxable**.

New members need to obtain a P46 from the Human Resources Section, complete and return it so that code numbers can be obtained from the Inland Revenue on their behalf.

Tax codes continue unless notification is received from the Inland Revenue.

Any queries on this aspect should be referred to the HR Team.

(b) Travel Allowance

A Member's home is regarded as his/her place of work and his/her travel expenses are all regarded as being "in the performance of his/her duties".

Any amount paid in excess of the Approved Mileage Allowance Payment (HMRC rate) is currently taxable and will be deducted at source. The Government have announced their intention to introduce legislation to exempt from income tax and national insurance, travel expense payments made to local councillors.

(c) Subsistence and Carer's and Dependent Person's Allowances

These are regarded as REIMBURSEMENT of expenses and are consequently **not liable to income tax**.

16. National Insurance

Members' Allowances are subject to National Insurance deductions. See Appendix A for limits.

17. Pensions For Members

Pensions are not paid to Councillors.

This page is intentionally left blank

Recommended Levels of Allowances 2023/24

The following allowances apply to the Wyre Council Members' Allowances Scheme set out in Part 6.01 of the Constitution. The payments set out below assume that the recommendations of the IRP to the Council meeting on 20 April 2023 are approved. The allowances paid to the Group Leaders reflect the current political balance of the Council: Conservative 36, Labour 8, Wyre Alliance 3, Wyre Residents 2 and 1 independent.

Basic Allowance

Annual amount per Member (as at 18 May 2023) £4,728

Special Responsibility Allowance

Responsibility	Method of calculation	Annual Amount
Leader	4 x Basic Allowance	£18,912
Deputy Leader	0.5 x Basic Allowance	£2,364
Cabinet Members (6)	2 x Basic Allowance	£9,456
Group Leaders *	(n/50) x Basic Allowance, where n = no. of Members in Group	£3,404.16 (Con) £756.48 (Lab) £283.68 (Wyre All) £189.12 (Wyre Res)
Chairman of Overview and Scrutiny Committee	1.5 x Basic Allowance	£7,092
Chairman of Audit Committee	1 x Basic Allowance	£4,728
Chairman of Planning Committee	1.5 x Basic Allowance	£7,092
Chairman of Licensing Committee	1 x Basic Allowance	£4,728
Chairman of Standards Committee	0.1 x Basic Allowance	£472.80
Lead Members (2)	Fixed Sum	£250
Mayor	Annual Sum***	£9,423
Deputy Mayor	Annual Sum***	£1,848

Note: * Payable in respect of a group of two or more Members

** A fixed sum for 2023/24

*** An annual allowance which reflects the Mayors/Deputy Mayors Civic duties

To illustrate: the total amounts payable to recipients of Special Responsibilities in 2023/24 are expected to be as follows (provided no changes to political balance or responsibilities occur):

Leader of the Council	(£4,728 + £18,912 + £3,404.16)	= £27,044.16
Deputy Leader	(£4,728 + £9,456 + £2,364)	= £16,548
Cabinet Members	(£4,728 + £9,456)	= £14,184
Labour Group Leader	(£4,728 + £756.48)	= £5,484.48
Wyre Alliance Group Leader	(£4,728 + £283.68)	= £5,011.68
Wyre Residents Group Leader	(£4,728 + £189.12)	= £4,917.12
Chairman of Overview and Scrutiny Committee	(£4,728 + £7,092)	= £11,820

Chairman of Audit Committee	(£4,728 + £4,728)	= £9,456
Chairman of Planning Committee	(£4,728 + £7,092)	= £11,820
Chairman of Licensing Committee	(£4,728 + £4,728)	= £9,456
Chairman of Standards Committee	(£4,728 + £472.80)	= £5,200.80
Mayor	(£4,728 + £9,423)	= £14,151
Deputy Mayor	(£4,728 + £1,848)	= £6,576

Travel Allowances

- a. For travel by rail, the option that offers best value for the council will be selected. Member's should submit their request relating to rail travel via Democratic Services at the earliest opportunity as advance booking of rail fares can be significantly cheaper than standard prices. Members should use a website like the Trainline to identify preferred times of travel and be aware that some rail fares cannot be refunded if unused.
- b. Member's or Co-optee's own motor cycle usage will be linked to the HMRC rate for tax allowances (currently 24p per mile).
- c. Member's or Co-optee's own private motor vehicle, or one belonging to a member of her/his family or otherwise provided for her/his use will be paid at a flat rate per mile (currently 52.2p). The allowance will be linked to the NJC car mileage rates paid to officers and reflect the mid-point of the casual user rate.
- d. Increase for each passenger to whom travelling expenses would otherwise be payable up to a maximum of four is paid at the HMRC rate for tax allowances (currently 5p per mile).

Subsistence Allowances

1. Day Subsistence

This is not normally paid as attendance at conferences and seminars will include the provision of refreshments/lunch.

2. Overnight Subsistence

The Overnight allowance to cover hotel bills including breakfast is normally arranged via the Financial Services Team and paid directly by the council. An evening meal allowance of £15 is payable on the production of valid receipts.

Dependants' Carers' Allowance

Amount per hour, calculated from time leaving home to time returning home, paid in accordance with the national minimum wage.

National Insurance Contributions

Earnings allowable before deductions made	£12,570 per annum (£1,047.50 per month)
---	--



Report of:	Meeting	Date
Councillor Michael Vincent, Leader of the Council, and Clare James, Corporate Director Resources	Council	20 April 2023

Councillor Development Strategy 2023/27 and Councillor Development Programme 2023/27

1. Purpose of report

- 1.1 To seek approval of the proposed Councillor Development Strategy for 2023/27 at Appendix 1.
- 1.2 To seek approval of the proposed Councillor Development Programme for 2023/27 at Appendix 2.

2. Outcomes

- 2.1 Councillors who are equipped with the competencies they need to carry out their various roles as an elected member effectively and confidently.
- 2.2 The council's positive and proactive approach to councillor development will be maintained.
- 2.3 A continuing process to identify on a regular basis the individual and collective development requirements of councillors.
- 2.4 A flexible system which ensures that opportunities for development are made available to fully support and satisfy the needs identified and to provide timely briefings in the event of any changes in legislation or processes.
- 2.5 The council will undergo reassessment of its North West Employers Member Development Charter status, in order to continue to meet and exceed the requirements of the Charter Level 1 and 2.
- 2.6 Training and development opportunities will be available for all councillors irrespective of age, gender, sexuality, marital status, disability, race,

religion, ethnic background or political affiliation. Should any adjustments need to be made following the elections in May 2023, these will be made on a case by case basis.

3. Recommendations

- 3.1** That the proposed Strategy for 2023/27 be approved and the relevant Director continue to make appropriate arrangements for the provision of development opportunities for all councillors within the agreed budget.
- 3.2** That the proposed Programme for 2023/27 be approved and that the four stages of development as set out within the Programme be endorsed as credible expected “career pattern”.
- 3.3** That the leaders of each political group continue to allocate a suitable number of senior councillors of their group to act as mentors to newly elected councillors as described on pages 11-12 of the Programme.
- 3.4** That the Strengths and Development Record (SDR) questionnaire (pages 35-40 of the Programme) be approved.
- 3.5** That, to ensure that development opportunities are relevant and available to all councillors, the political group leaders actively encourage all elected members within their group to participate fully in completion of the Strengths and Development Record questionnaires as outlined on pages (35-40) of the Programme and review their SDR annually. They are also asked to allocate a sufficient number of senior councillors from their group to act as mentors to newly elected councillors.
- 3.6** That responsibility for making appropriate arrangements for ongoing training and development opportunities for councillors using the collated development needs identified through completion of the SDRs remain with the relevant Director and that Democratic Services make appropriate arrangements for the provision of development opportunities for all councillors within the agreed budget.
- 3.7** That the “four stages of development”, originally set out in the 2019/23 Programme (see Pages 6 and 15-27) and the updated Wyre Councillor Skills Framework included as Appendix to the Programme be noted and endorsed.
- 3.8** That the updated criteria agreed by the Councillor Development Group (CDG) for attendance at external training and other events on page 8 of the Programme be approved.
- 3.9** That the new requirement under the Chartered Institute of Public Finance and Accountancy’s (CIPFA) Treasury Management Code (Revised December 2021) to maintain a Knowledge and Skills record for elected Members in relation to this subject is undertaken by Democratic Services in consultation with the Corporate Director of Resources.

4. Background

4.1 Adoption of the North West Charter for Elected Member Development

4.1.1 In recognition that training and development was essential to enable councillors to contribute effectively, the council signed up to the principles of the North West Charter for Elected Member Development back in 2000 and we have continued to follow these principles to date. In 2008, the council achieved the necessary standards for the award of the Charter and in 2010, it received Charter Level 2 (Exemplar) Status.

4.1.2 Following updates to the process of assessment for the North West Charter for Elected Member Development Level 1 and 2, the council has put itself forward for reassessment.

4.2 Wyre's vision

4.2.1 Wyre has appointed one of the Democratic Services Officers as the responsible officer for Councillor Development. In consultation with the cross-party Councillor Development Group, they have developed and kept refreshed a Programme specifically tailored to Wyre, the latest version of which was agreed at their meeting on 12 December 2022. The Programme includes:

- **Strengths and Development Records** – these questionnaires are used to assess individual and collective training needs and help determine suitable development events for councillors.
- **Equality of Opportunity** with information about which courses councillors may attend and where restrictions may apply.
- **“Four stages of development”** - the crucial stages of a councillor's “career path” following their initial election:
 1. basics – for the newly elected councillor
 2. competence – councillors who have the essential knowledge and skills
 3. accomplishment – the experienced councillor
 4. grandmaster – the very advanced councillor
- **Mentoring**, in which the political group leaders allocate a suitable number of senior councillors from their group to act as mentors to newly elected councillors.
- **Wyre Councillor Skills Framework**, setting out the numerous skills that councillors need to carry out all the different roles within the council, including community leadership, scrutiny,

communication skills, etc.

- **Materials, Resources and Contacts** including the Councillor Portal, Members' Library and e-learning, virtual and distance learning opportunities for councillors.

4.3 Councillor Portal

- 4.3.1** In early 2022, the Democratic Services team launched the Councillor Portal for a 12 month pilot. The Portal is hosted on Microsoft SharePoint and mirrors the Wyre Staff version called the Wyre Hub. The Councillor Portal can be accessed by councillors through the SharePoint app on their councillor devices.
- 4.3.2** The Councillor Portal is a central hub site which can be viewed by all Wyre Councillors. It contains all the information for councillors to fulfil their roles. This information includes useful documents such as the calendar of meetings, civic centre floor plan and ICT help. It also includes notification of latest news and meetings, links to the council directory, a member training page with PowerPoints and recordings of past training sessions.
- 4.3.3** The Democratic Services team in October 2022 held a training session for all members which included an updated tutorial of how to access the portal, how to find useful items and how to use the Council Directory. Throughout the 12 month pilot Democratic Services collected feedback from members about the Portal and have continued to improve the service. For example, there are now a variety of forms that councillors need to have access to and may need to submit to Democratic Services that have been created as electronic forms which are accessible on the Councillor Portal. These include travel claim forms, register of interest forms and gifts and hospitality forms.
- 4.3.4** Following the successful pilot, it is intended that the Councillor Portal play a key part in the induction of the new councillor intake for 2023 to 2027.

4.4 Members' Library

- 4.4.1** There are a number of books and open learning materials available in the Members' Library.
- 4.4.2** Any councillor is welcome to borrow items from the Library providing that they inform a member of the Democratic Services team when they do so.

4.5 Other e-learning and distance learning materials

- 4.5.1** Any councillor e-learning and distance learning opportunities will be kept under review by the Democratic Services Officer and any new options

that become available will be brought to the attention of councillors and the Councillor Development Group.

- 4.5.2 The Local Government Association (LGA) has produced a series of distance learning materials covering a number of topics, in the form of workbooks and e-learning modules and these are available free of charge. Both resources are aimed at all councillors and will be particularly useful to new councillors.
- 4.5.3 The LGA now has a dedicated e-learning platform to assist councillors with their development. To receive access to the site for the first time, councillors can simply email elarning@local.gov.uk to receive a user name and password and will then be able to access the site.
- 4.5.4 The council is also a member of the Local Government Information Unit (LGIU). To receive information briefings and/or the Daily News, local government news email, councillors simply need to register on the LGIU website <https://lgiu.org/sign-up/> and set their preferences.

5. Key issues and proposals

- 5.1 The Democratic Services Officer responsible for councillor development, in consultation with other council officers, the Cabinet Member with responsibility for councillor development and the cross-party Councillor Development Group will continue to monitor the provision of development opportunities to councillors.
- 5.2 The Democratic Services Officer will continue to research and identify best practice and implement any innovations and improvements as appropriate. They will be involved in the ongoing prioritisation of training and development activities and sessions and will agree any changes that might be necessary to the Strategy and Programme for subsequent years in the period covered by the Strategy and Programme.
- 5.3 Any councillor development requirements identified in respect of the issues listed under risks/implications below will continue to be met as appropriate.
- 5.4 The proposals in this report comply with the principles advocated in the Charter for Elected Member Development and will ensure that the council will be able to achieve the standards commensurate with the Charter.

Financial and legal implications	
Finance	An annual councillor development budget of £7,530 has been allocated. Training and development facilitators will be chosen from a variety of sources as appropriate. This will include in-house training and briefing sessions, cost-sharing with neighbouring authorities as well as external

	<p>providers. It is intended that all costs will be met from the overall training budget and it is not envisaged that costs will exceed the budget provided. Should essential training be required that incur any costs over and above the budget allocated, these will have to be met from savings to be identified elsewhere.</p> <p>Any such issues will be fed into the process for the formulation of future budgets.</p>
Legal	<p>The provision of effective training will minimise the risk of illegal or ill-considered decision making. In particular, the Code of Conduct training provided to all councillors is mandatory.</p>

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x	risks/implications	✓ / x
community safety	x	asset management	x
equality and diversity	✓	climate change	x
sustainability	x	ICT	✓
health and safety	x	data protection	x

Processing Personal Data

In addition to considering data protection along with the other risks/ implications, the report author will need to decide if a 'privacy impact assessment (PIA)' is also required. If the decision(s) recommended in this report will result in the collection and processing of personal data for the first time (i.e. purchase of a new system, a new working arrangement with a third party) a PIA will need to have been completed and signed off by Data Protection Officer before the decision is taken in compliance with the Data Protection Act 2018.

report author	telephone no.	email	date
Daphne Courtenage	01253887476	Daphne.courtenage@wyr e.gov.uk	23.03.2023

List of background papers:		
name of document	date	where available for inspection

None		
------	--	--

List of appendices

Appendix 1 – Councillor Development Strategy 2023/27
Appendix 2 – Councillor Development Programme 2023/27

DRAFT

This page is intentionally left blank

Councillor Development Strategy 2023/27



CONTENTS

1. Introduction	2
2. The Purpose: why we need a Councillor Development Strategy	3
3. Our Vision and our Aims: Learning to develop excellence for all	4
4. Resources	5
5. Our Priorities	7
6. Our Council Values	8
7. How we will implement the Strategy	10
8. How we will deliver Development, Measure Success and Monitor Progress	11



WOW! Wyre's Corporate Values

Introduction

Wyre's cross-party Councillor Development Group has committed to and fully endorses this updated and refreshed four year Councillor Development Strategy for the coming 2023-27 term of office under our adopted banner of "learning to develop excellence".

Councillors are at the very heart of everything that the council does and it is essential that we encourage councillors to develop their skills and knowledge to their full potential to achieve our aims and strategic objectives to deliver high-quality services for Wyre residents.

In recent years, local government has faced a series of enormous challenges and councils have undergone numerous transformations as they continue to embrace new and emergent technologies. To enable our councillors to adapt to new challenges as and when they arise, we must ensure that we keep the learning and development needs of elected members under regular review so that they can continue to fulfil the roles and responsibilities as community leaders.

Together we make a difference

In implementing this strategy, Wyre Council will be working to support its councillors and make sure that they have the learning opportunities they need to perform effectively in their roles and meet all the challenges that the future will bring.

1. The Purpose: why we need a Councillor Development Strategy

The Strategy is the framework that illustrates how the council will provide councillor learning and development. It sets out our key objectives in broad terms and states how we intend to achieve them. This updated Strategy for 2023-27 refreshes and reiterates our continuing commitment to councillor development.

The council first adopted a strategy in 2003 shortly after signing up to the principles of the North West Charter for Elected Member Development, which established the foundation on which Wyre has been building ever since to develop our councillors and provide ongoing support.

In subsequent years, Wyre achieved the necessary requirements of the Charter and went on to achieve the Exemplar standard for Elected Member Development - Charter Level 2 - an accolade received by only a handful of councils. To ensure that Wyre continues to maintain those exacting standards we are committed to refreshing the Strategy every four years, prior to each “all out” election.

Doing so helps us to sustain the exceptionally high standard of councillor development opportunities commensurate with the Charter, for which the council will be reassessed. This 2023 update confirms how we will maintain our commitment to learning to build and develop excellence in our councillors and to support our reassessment evidence.



The newly refreshed 2023/27 Strategy, founded once again upon our adopted mission statement of learning to develop excellence, will continue to build upon existing foundations. It describes how we will work together make a difference for our councillors so that they will help the council achieve the vision set out in the Business Plan.

2. Our Vision and our Aims: learning to develop excellence for all

This Strategy provides the framework for a training and development programme that will continue to be innovative as well as identifying and incorporating best practice from other sources.

Our ambition is to develop excellence within all councillors by providing the opportunities for them to improve themselves so that they can perform to their highest possible standard and encouraging them to take advantage of the learning and development opportunities.

Our plan is to find and utilise the finest examples of training and development opportunities for councillors nationally and internationally and to show that we have the ambition to build excellence into our development programme and training opportunities. This will ensure that all our elected members have the means to develop themselves towards excellence, which will result in knowledgeable, motivated and highly skilled councillors who are fully equipped and confident to carry out their roles effectively.

Encouraging residents to become councillors

We will regularly promote the process of becoming a councillor and publicise what being a councillor involves via the council's website so that any Wyre resident who may wish to stand for election is aware of the process and the commitment. We may also provide training sessions and briefings for candidates in the run up to local elections and will inform all candidates of the event well in advance to ensure that any independent candidates have the same opportunity to attend the sessions as the candidates from political parties.

Equality of opportunity

Wyre Council is committed to providing equal opportunities and promoting diversity and will ensure that there is access to learning and development opportunities for all our councillors, irrespective of:

- political affiliation or independence,
- number of years' service as a councillor,
- seniority,
- age,
- disability,
- gender or gender reassignment,
- marital or partnership status,
- pregnancy and maternity,
- race,
- nationality (including citizenship),
- ethnic or national origins,
- religion, including lack of religion,
- belief, including lack of belief,
- sex or sexual orientation.

We will provide any councillors with specific needs (for example, a physical disability) with essential support that will enable them to participate in the learning programme. A Carer's and Dependent Person's Allowance may be claimed in accordance with our approved scheme for attendance at learning and development events.

3. Resources

Responsible Officer

The council recognises that councillor development is vital to the council's success and has appointed an officer from the Democratic Services Team with this specific responsibility to coordinate councillor development.

Councillor Development Group (CDG)

The council established a cross party CDG in 2003 to maintain a member forum to ensure that the ongoing development programme remains councillor-led with professional advice being provided by the CDO.

Councillor Development Programme ("the Programme")

The Programme reflects the values and principles set out in the Wyre's Business Plan and specific learning objectives within "four stages of development" (designated as basics, competence, accomplishment and grandmaster). Whatever stage in development a councillor has attained, we will provide, within the constraints of the budget, all possible resources to provide them with learning and development events so that they gain the necessary skills and knowledge to progress and deliver the high quality and best value services to residents that the council needs.

The learning and development programme is designed to have sufficient flexibility to ensure that it covers identified current requirements on an ongoing basis and is able to respond to new issues as and when they arise. This is likely to include an increased focus on climate change issues to ensure that the council is taking positive action to address the climate emergency.

The 21st Century Councillor - the programme has taken into account many of the findings of the 21st Century Councillor joint report by North West Employers and University of Birmingham, which was a call to action for councils to rethink the role of elected members. The report covered the range of roles that the 21st Century Councillor is required to perform, the competencies and skills that councillors need to undertake these roles and the support and training requirements for these roles.



Wyre Councillor Skills Framework

The council has developed a Framework (included as the Appendix of the Programme), setting out the roles and responsibilities of all councillors and specific councillor positions. The CDG will review the Framework when appropriate to ensure that it remains relevant and fit for purpose.

We will deliver a range of development activities and provide sufficient training to give all councillors the opportunity to build their skills and knowledge to a level that is in keeping with the varied roles and responsibilities as set out in the Framework. This includes the practical skills and knowledge needed to perform effectively as a ward councillor.

We will provide councillors with development support in their broader role as community representatives as well as specific training opportunities designed to help them to fulfil their scrutiny, regulatory and other committee roles.

We will also provide support and development opportunities for leadership roles, including Chairmen and Executive/Portfolio Holder roles as appropriate.

New Councillor Induction

The council has developed an induction process for newly elected councillors to ensure that they receive sufficient training following their election to enable them to contribute and participate as a councillor as quickly as possible. This includes mandatory Code of Conduct training for all councillors. We review the induction materials every time a by election is held and thus make continuous improvements to the new councillors' induction process. From 2023, councillors have been able to access the Induction material on the Councillor Portal, which is available on the council's Intranet and Extranet.

Mentors

Where possible, political groups should ensure that mentoring from experienced councillors is available to newer councillors within their groups. The council also encourages more experienced councillors to share their expertise with those taking up new roles and responsibilities irrespective of whether they share the same political affiliation. Councillors are encouraged to take advantage of any mentoring opportunities offered both inside and outside the council. For example, an experienced Chair at another authority may be willing to mentor a new Chair in Wyre.

The councillor development budget

The council has allocated an annual budget of £6,000 for councillor development for the years 2023/27 to cover the needs of all 50 councillors and the CDO will manage the allocation of those funds to ensure that the budget is spent effectively. If necessary, the CDO may need to consult with relevant directors and the CDG.

Personal responsibility

The council expects that councillors will take personal responsibility to ensure their own continuous professional personal development and to develop their knowledge and skills as a councillor throughout their term of office.

4. Our Priorities

Wyre Council recognises the significant role of councillors in improving services and identifying and delivering better value for money. To achieve this, elected members must have the necessary skills and knowledge to take the crucial decisions that affect the lives and well-being of the residents of Wyre, the employers based in Wyre and the visitors to Wyre.

Newly elected councillors - Induction

We will continue to provide all newly elected councillors with a full programme of induction training, including a mandatory briefing on the council's Code of Conduct.

Regulatory

Members of the regulatory bodies of the council whether new to the committees or experience, will be required to attend appropriate training sessions or otherwise demonstrate that they have the necessary knowledge before they are allowed to participate in hearings, inquiries or decisions that will affect the rights of an individual. In addition, all councillors are required to attend Treasury Management training, with a particular emphasis on Overview and Scrutiny members who have the oversight for this function.

Identifying the needs of councillors

Councillors will have differing needs and the identification of those needs will continue to take place in an atmosphere of confidentiality. We will undertake a thorough review of councillor development needs in the months following the May 2023 election to assess the training and development requirements of the new intake of councillors and those who have been re-elected and there will be an extensive programme of training and development for Members.

We will identify councillors' individual development requirements through the completion of an online Strengths and Development Record questionnaire and will review needs throughout the term of office. We expect all elected members to review their individual Strengths and Development Record regularly to promote a lifelong learning culture throughout the council. All councillors are thus able to inform us of any areas in which they would like to improve their skills and knowledge. A Knowledge and Skills record, supported by a self-assessment tool, is also required for all councillors in relation to Treasury Management. We will identify the overall training and development priorities for members by collating the Strengths and Development Record responses and any other self-assessments and this will form the basis of the ongoing programme of training events.

Providing the learning and development opportunities

We will provide all necessary development opportunities in line with the priorities identified by the Strengths and Development Record questionnaires and within the resources available.

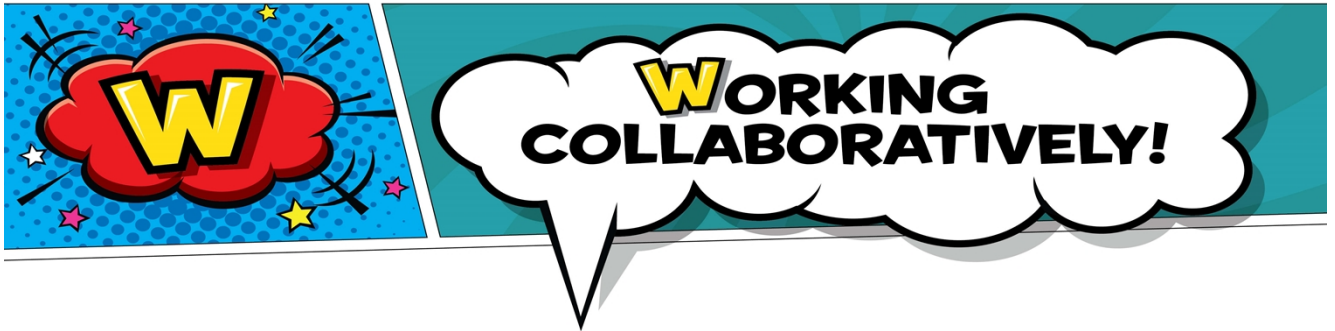
We will provide councillors with support in the use of ICT systems so that councillors can access all necessary information, participate effectively in paperless meetings, webinars and training sessions and can communicate effectively using electronic media in line with emergent technology including social media, videoconferencing, virtual meetings, etc.

We will provide regular in-house training events as well as opportunities to attend external events, including virtual and e-Learning courses where appropriate and affordable.

Keeping councillors informed

The responsible officer and the CDG will continue to provide regular advice and information to councillors about learning and development opportunities through the Councillor Portal, the calendar on the website, promotional posters and emails.

5. Our Council Values



Wherever possible, we will work in partnership with neighbouring and other local authorities as well as other relevant organisations to share best practice and share the cost of councillor development. Where appropriate we may offer places on our own in-house courses to councillors from other authorities. This may involve a cost to the other authorities or when appropriate could be provided on a reciprocal basis.

The North West Councillor Development Network holds meetings (usually virtually) every 3-4 months to

- provide updates on legislation and how we can keep councillors informed,
- share ideas, best practice and case studies of what other authorities are doing,
- circulate and disseminate resources.

The responsible officer regularly attends the Network meetings and any other interested Wyre councillors are welcome to attend. It is not necessary to be a member of the CDG to do so. The meeting dates, times and joining instructions of upcoming meetings are publicised in the agendas and minutes of the CDG.



Wyre Council is committed to continuous improvement, innovation and best value and aims to encourage both councillors and council employees to develop themselves to their full potential.

Councillors have responsibility for decisions on how the council's budgets are spent and those decisions have major impacts on many thousands of residents, companies based in the borough and visitors to the area.

Despite this, there is no requirement for any formal qualification to be a councillor so the council recognises that our elected members must have every opportunity to acquire the necessary skills to help them provide the best possible services for the people of Wyre. All our councillors must be equipped with the knowledge and skills they need to fulfil their important and often complex role in representing the wider community, influencing council policy and working together with council officers to achieve shared goals.

Continuous professional development is vital for our councillors and officers and we will do everything in our power to update their knowledge and learn the new skills that they will need to enable them to play an effective role in local government in the 21st century.

It is essential that we continue to support and develop our councillors and, where possible, retain those councillors who have taken advantage of the development opportunities offered



Wherever possible, we will provide the majority of councillor training sessions using our own council officers who can often provide in-house expertise, and by cost sharing with neighbouring authorities.

For some essential learning sessions, in-house expertise will not be available to us and we will endeavour to procure the best possible external providers from a variety of sources, within the available budget.

Wyre Council recognises the need for a value for money approach to councillor development and we will endeavour to source the most suitable and best value facilitators for learning sessions and briefings. These may include the following external bodies and others:

- Local Government Association (LGA)
- Local Government Information Unit (LGIU)
- Planning Advisory Service (PAS)
- North West Employers
- Town and Country Planning Association (TCPA),
- Institute of Licensing (IoL)
- Counter Terrorism Policing North West (CTPNW)
- Lancashire County Council (LCC).

Attendance at the briefings and courses that we provide will not necessarily suit everyone all the time. The council recognises that individuals learn in very different ways and that some councillors' development needs may be better served through other learning methods such as books, open learning, multimedia and digital learning resources including e-learning, webinars, video and audio.

The responsible officer will maintain a database of suitable training providers and, where possible, procure any appropriate learning materials for the Members' Library.

6. How we will implement the Strategy

We expect each individual councillor to take personal responsibility for his or her own learning and self-development and attendance at the majority of learning and development events will be voluntary. Exceptions to this will include training on the Code of Conduct, Treasury Management and GDPR (data protection). Mandatory training will also be required for those councillors sitting on the regulatory bodies of the council and all councillors must be proficient in digital communications and cyber security in line with the council's aim to deliver all services digitally by 31 March 2027.

Councillors on regulatory / quasi-judicial committees

If adequate training has not been provided/received before conducting hearings and inquiries and/or making decisions of a regulatory or quasi-judicial nature, those decisions could be subject to a legal challenge. It is essential that the councillors who are members of those bodies are fully briefed and have received all the necessary training.

We will provide specific training for members of the council's regulatory bodies: Planning Committee, Licensing Committee, Audit Committee and Standards Committee (hearings). Members appointed to any of the regulatory bodies listed above must be able to either demonstrate that they have the necessary knowledge and/or attend the appropriate briefings and learning sessions provided before they may participate in any *hearing, inquiry or decision that will affect the rights of an individual*. This also includes any Appeals Panel convened to hear an appeal from a council employee under Stage 3 of the Grievance Procedure. It is not necessary to be a member of the Employment and Appeals Committee for this; any councillor can undertake the necessary training.

Councillor Development Group (CDG)

The CDG represent the views of members in all aspects of development for councillors and will meet quarterly or more often if required to monitor and evaluate the implementation, quality and take-up of councillor development activities.

The CDG are involved in the preparation and approval of councillor development strategies and programmes and will support and encourage councillors in the identification of their development needs and the take up of learning opportunities.

Whenever conflicting demands involving the prioritisation and allocation of the training budget arise, the CDG, or if no meeting is imminent, the Chair of the CDG and/or the director with responsibility for the councillor development budget may provide advice.

Democratic Services Team

The Democratic Services team will support councillors' learning and development by:

- devising and delivering a programme of induction training for new councillors,
- identifying and assessing members' needs via annual Strengths and Development Records,
- devising a comprehensive learning and development programme for councillors, based on essential requirements and needs identified,
- ensuring that all councillors are made aware of learning and development opportunities and co-ordinating development opportunities for councillors,
- maintaining a record of all councillors' attendance at learning events,

- the Councillor Portal on the Intranet/Extranet which has a dedicated Member Training page with past presentations, induction material and more.

7. How we will deliver the Development, Measure Success and Monitor Progress

We are committed to ensuring that the learning and development opportunities provided are meeting the needs of councillors and achieving value for money.

Initial indicators of success will be

- the ability of our councillors to perform effectively in all their roles,
- the involvement of all or the majority of councillors in the completion of Strengths and Development Records in order to identify key development needs.

The CDG were instrumental in developing and approving this Strategy and in future years, the group will be involved in ensuring its delivery, the subsequent review of the Strategy and Programme and the ongoing determination of priorities.

As appropriate, the CDG will seek and consider feedback on courses that councillors have attended and will evaluate and monitor participation in and the cost of learning events and the impact on and funds remaining in the development budget.

In the short term, we will measure progress by

- councillors' engagement and continued participation in development activities,
- satisfactory levels of councillor attendance at the learning events provided,
- councillor feedback indicating that the development events provided are suitable,
- training evaluation responses that substantiate that sessions are useful and rewarding.

In the medium term, after we have identified our councillors' needs, improvements in councillors' skills and knowledge should become evident when reviews of the Strengths and Development Records take place.

The wider long-term aim of this Strategy is to see improvements in services and value for money for the residents of Wyre. We are confident that increased knowledge and skills of our councillors will support our aim to develop excellence, which will in turn produce better services for residents. Part of the role of the CDG will be to assess the beneficial impacts that the training has had on both councillors and the council.













This page is intentionally left blank



Councillor Development Programme 2023/27



Contents

Topic	Page
 Foreword from Wyre's Leader and Chief Executive	3
 Our Statement of Intent and Declaration of Commitment	4
About this Programme	5
 Who will decide what external courses I can attend?	8
 Councillor Development Group	9
 How a Mentor can be Your "Darling Buddy of May"	10
 Your Strengths and Development Record	12
 The Wyre Councillor Skills framework	13
 Strengths and Development Record - discussions and review	14
The Four Stages of Development	15
Stage One: Basics for the newly elected councillor	16
Stage Two: competence - the essential knowledge and skills	21
Stage Three: accomplishment - the experienced councillor	25
Stage Four: Grandmaster - the very advanced councillor	26
Training Materials, Resources and Contacts	28
 Councillor Portal	29
 E-courses and distance learning using external resources	30
 Members' Library	31
 Contacts	32
Appendix A - Your Strengths and Development Record (SDR)	33
Appendix B - Wyre Councillor Skills Framework	39

Foreword from Wyre's Leader and Chief Executive



**Councillor Michael Vincent,
Leader of the Council**



**Rebecca Huddleston,
Chief Executive**

The way in which we work has changed profoundly over the last few years and national government has set some challenging targets for local authorities. At the same time, councils have undertaken a digital transformation that includes paperless meetings, hybrid work environments and remote working. Wyre Council has responded and adapted to these constantly changing circumstances and our councillors continue to make hugely important decisions on how to allocate a budget of many millions of pounds.

Anyone who is eligible to stand for election as a councillor may do so and, if they receive sufficient votes, can become an “elected member”. Councillors do not need any formal qualifications whatsoever and yet the decisions they make can have a significant impact on local people and their lives.

It is essential therefore that we provide our elected members with all the resources they need to develop themselves to their full potential. Doing this will help to ensure that they have all the necessary skills to allocate the council's budget wisely and provide the best possible services for more than 110,000 Wyre residents, the thousands of businesses based in the borough and all the tourists and investment that we want to attract to Wyre.

21st century councillors require an extensive range of skills and knowledge, which they must keep under constant review to enable them to play an effective role in local government.

Wyre's Councillor Development Programme is designed to provide the ways and means in which councillors can augment their knowledge and attain all the professional skills and knowledge they need to carry out their role effectively and to make sure that development opportunities are available to all councillors, whatever their political viewpoint or level of prior experience.

Wyre Council is proud to have gained the Level 2 Exemplar Status in the Charter for Elected Member Development. It means that our development programme has been ranked amongst the finest in the country. Our councillor development motto is “learning to develop excellence” and our ultimate intent is for Wyre to be a proud, ambitious and thriving place. Every councillor who engages and participates fully with the programme by taking advantage of the opportunities it offers, will demonstrate their commitment to make a positive difference to the community they represent.

Our Statement of Intent and Declaration of Commitment

The Charter for Elected Member Development remains the yardstick against which the councillor development programmes of all local authorities are measured and Wyre's Leader and Chief Executive fully support our resolution to continue to meet and exceed the Charter standards.

The six key points of the Charter are to have:

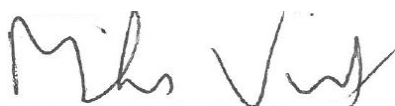
- a Statement of Intent,
- a Strategy to meet the training and development needs of elected members,
- a Councillor Development Programme to implement the Strategy,
- a process to identify councillors' individual development needs,
- a Councillor Development Officer to assist councillors and committees in identifying their needs and to provide resources and information, and
- a process to ensure all councillors are kept fully informed of available training and development opportunities.

Wyre Council signed up to the Charter in 2000 and achieved the required standards to gain the Charter in 2008. Wyre then went on to become one of the first councils in the country to accomplish Charter Level 2 - the coveted Exemplar Standard - in 2010. Wyre has retained Charter Level 2 and this remains the highest award achievable for councillor development. Following updates to the way the Charter status is assessed, Wyre Council will be putting forward evidence to be reassessed for both Level 1 and 2 from 2023/24.

With this declaration, Wyre Council, restates our continued intention to attain and wherever possible exceed the standards of councillor development appropriate to Charter Level 2 when this is reassessed.

We will continue to support our councillors by directing resources towards the provision of appropriate opportunities for learning and improvement in line with best practice and new developments. Wyre Council is fully committed to the development of our elected members to realise our aims of continuous improvement on order to satisfy the needs of our community.

By signing up to the principles of the Charter for Elected Member Development, we commit the authority to continue to implement the six key points of the Charter as set out above.



**Councillor Michael Vincent,
Leader of the Council**



Rebecca Huddleston, Chief Executive



Councillor Development Programme 2023/27

About this programme

About our Councillor Development Programme

How do I use the Councillor Development Programme? We have set out all of the key roles you could have as a Wyre councillor in the Wyre Councillor Skills Framework at Appendix B. The Framework sets out the relevant skills and knowledge that councillors who have held all those positions in the past consider you will need in order to be effective in those roles. The Programme sets out some of the things that we can provide to help you to acquire the necessary skills and knowledge. It is much more than just a list of training sessions, briefings and workshops and, however you prefer to learn, you will find something suitable to help you to improve your skills and knowledge.

The “Four Stages of Development”. We have outlined the programme in four stages beginning with newly elected and inexperienced councillors (Stage 1) and progressing to Stage 4 for the most experienced councillors. This is simply to reflect how you are likely to acquire more competencies and skills, as you gain more experience and perhaps assume different roles within the council. After your first election, most councillors will pass through the first three stages during their first full four-year term of office and some will reach Stage 4. Those four stages are:

1. **basics** – for the newly elected councillor,
2. **competence** – councillors who have the essential knowledge and skills,
3. **accomplishment** – the experienced councillor,
4. **grandmaster*** – the very advanced councillor. *NOTE this term is not gender specific.

Although the subjects covered in Stages 1 and 2 are particularly appropriate for newer councillors, all members are welcome to attend any event at **any** stage. We have designed the programme to be as flexible as possible so that each councillor can choose whatever suits their own individual needs, preferences, knowledge and experience at any time. For example, many advanced councillors at “grandmaster” stage may still find it useful to refresh their knowledge by attending Stage 1 and 2 events.

When and where will learning sessions take place? We want all councillors to have the opportunity to attend development events irrespective of whether or not they work, so we make every effort to make them available at a convenient time and place.

Where possible, we organise events at the Civic Centre on weekday evenings. On occasion however, some of the training facilitators we require may be unable to provide evening sessions or a course might take half a day or more. In those circumstances, we may need to hold the event during standard “9 to 5” working hours. Some (usually external) courses can even last a full day or occasionally longer but they are often worth the effort if you are able to attend them. Given the increased use of technology, some sessions will be offered online or in a hybrid environment and, where possible, recordings will be retained and access to them provided via our Councillor Portal.

Where a neighbouring authority or another organisation offers places to our councillors at their events, the times and venues will vary and we may have no influence over when or where the session is held. In those instances, we will always strive to give sufficient notice of the event for you to make suitable arrangements if you would like to attend, for example to arrange with your employer to take the time off. External bodies also provide a number of development events online and, although we may not have any influence over the

timing of those events, some webinars are recorded and remain available to watch at a convenient time after the event has taken place.

How will I hear about training events? We will give you plenty of advance notice of events wherever possible. We will post details of upcoming sessions on the Councillor Portal, you will receive emails with details of relevant courses on a regular basis and posters for internal events will be displayed along the Civic Suite corridor.

Does the programme list every learning opportunity that will be available? No. Plenty of development opportunities will come up that we have not listed in the Programme. Amongst other things, these will include:

➤ **briefing sessions**

We hold regular briefings for councillors on topical subjects, often immediately before Full Council meetings (the “pre-Council slot”) to make it easier for you to attend.

➤ **outside organisations**

We regularly get invitations for councillors to attend external courses and seminars run by external organisations such as North West Employers, Local Government Association (LGA), Local Government Information Unit (LGIU) neighbouring authorities, etc. Where attendance is free and local (or virtual), all councillors will receive invitations. If there is a cost to attend or travel outside the area would be involved, we may have to consider your role, the budget, etc.

➤ **role-specific training**

We will provide targeted training and briefing sessions to support councillors in their particular roles like Planning, Licensing, Appeals, Standards, Scrutiny or, if you are a Portfolio Holder or Lead Member, your specific portfolio.

➤ **external courses, books, DVDs, CDs, online courses**

If you discover an external or online learning course or other media (a book, DVD, CD, etc.) that you believe would help you as a councillor, tell the CDO about it. If a course would be of benefit to other councillors, we might arrange to run it at the Civic Centre or we might purchase a relevant item as a resource. We will treat each request on its own merits, subject to the constraints of the budget and the criteria set out on the next page.

Do I have to attend every development session? Not at all. It is unlikely that anyone would want to attend every event and no one would possibly have the time be able to attend every session or event that is available. Development opportunities will cover almost all of the possible responsibilities councillors might conceivably have and no individual councillor will need or be eligible for all of the training that will be available.

What if I want to attend a training course and the council does not offer it? Get in touch! If you have a learning or development need that the programme does not cover, the CDO will be happy to discuss it with you.

Will I have access to all the same opportunities that other councillors get? Yes unless a course is specific to a particular position or role that you do not hold. Wyre Council is committed to equality of opportunity and equal access to training and development for all councillors. You will receive the same treatment whatever your age, gender, sexuality, marital status, disability, race, religion, ethnic background or political affiliation.

Who will decide what external courses I can attend?

Any decision on which external courses you are able to attend will depend on what is most appropriate to you in your role and the overall cost, including travel and accommodation. There are no set criteria covering all circumstances and in most cases, the officer responsible for member development will just make an informed decision based on the individual merits of the request and any financial constraints. We will take into account any limits on available places, the money remaining in the councillor development budget and whether the course is relevant to you.

Unless places are so limited that it would prevent another councillor for whom it would be *more* appropriate (for example the relevant portfolio holder) from attending then, providing that the venue is nearby (e.g. in the northwest) and either free or at a cost of no more than £150, we are more than likely to approve your request to attend. We will always give precedence to the councillor(s) for whom an event is most relevant and, if a large number of councillors want to attend the same event, we would consider whether it would be cost-effective to ask the provider to present the event in house at the Civic Centre instead.

The cost of development events varies enormously. For instance, the LGA offer a six-day Leadership Academy programme for councillors in a “leadership” positions (e.g. Leader, Portfolio Holder, Chair or Leader of the Opposition). Although Leadership Academy places cost over £1,000, they provide excellent value for money for councillors with those responsibilities. We email the LGA’s monthly Highlighting Political Leadership Update to all councillors, which also includes many *subject specific* events that may be appropriate to those who are NOT in “leadership” roles and some that are appropriate to particular groups of councillors such as the BAME (black, Asian and minority ethnic) or Young Councillors “Weekenders”.

Unless no local alternatives are available, e.g. Parliamentary Scrutiny Seminars, Scrutiny Chairmanship and Leadership Academy events, we usually avoid courses outside the northwest because of the associated travel and accommodation costs.

If an event you are interested in concerns a more specialised subject, the responsible officer may need to discuss your request with the relevant director or a specialist officer who has expertise in the subject. If necessary, they may seek the advice of the Chair of the Councillor Development Group (CDG) or if there is an upcoming meeting, the CDG may take the decision.

Do I have to share what I learned with others?

No. We rarely ask councillors to tell other councillors what they have learned at courses, conferences or seminars they have attended. This is because

- councillors will often have already been given an opportunity to attend the event themselves but chose not to do so,
- information provided second-hand by a councillor after attending an event might not be exactly what the event facilitator had intended,
- councillors will not necessarily trust information delivered by another councillor, particularly if they belong to a different political party.

If we do feel that it might be appropriate for you to share what you have learned, we will arrange for an appropriate council officer to help you to facilitate the presentation.

Councillor Development Group

The Councillor Development Group (CDG) is a cross-party group of councillors that meets every 3 months to discuss councillor development issues. The CDG may hold more or less meetings as necessary to talk about any specific concerns that may arise.

What does the CDG do?

The CDG has agreed the following terms of reference:

- To maintain an understanding of councillor training and development needs.
- To review the strategy annually and update it to meet the training and development needs of councillors when necessary.
- To maintain an awareness amongst all members of the council of the training and learning opportunities that are available.
- To establish a culture whereby councillor development is seen as a key component to the success of the council and to gain a commitment from all councillors to their continued development.
- To encourage all councillors to complete and maintain individual Strengths and Development Records.
- To ensure that the development opportunities we offer meet the high standards commensurate with the North West Charter on Elected Member Development.
- To review and evaluate the effectiveness of councillor training.
- To ensure that a comprehensive and effective new councillors' induction programme is kept up to date and that all new councillors are taken through the induction process.
- To ensure that councillor training and development is focussed on helping the council deliver its corporate objectives and if necessary, to express a view on the prioritisation of training provisions.
- To make recommendations, if appropriate, on the above issues to the responsible officer, the Corporate Director or the relevant Portfolio Holder.

Who sits on the CDG?

The CDG is a non-partisan cross-party body. The political groups nominate the councillors they would like to appoint to the CDG. Membership is agreed at the council's Annual Meeting. To ensure councillor development remains linked with the Executive, at least one Cabinet member will be on the CDG. The group is subject to statutory political balance rules purely for the purposes of assigning the members.

To enable councillors to speak freely and without prejudice, CDG meetings are not open to the public. We do not publish the notes of the meeting or the agenda on the council's website. Councillors who are not members of the CDG are however welcome to attend, and with the permission of the Chair, contribute to meetings. Other councillors who may have suggestions for training events or other improvements to the programme, may pass them to the responsible officer or one of the members of the CDG for discussion at the next meeting. The CDG membership will be agreed by Council at the Annual Meeting in May 2023.

How a Mentor can be Your “Darling Buddy of May”



Alright so “darling” might be taking it a bit too far but if you have ever been thrown in at the deep end, you will know that if you have a mentor or “buddy” to help you it can make a huge difference to whether you sink or swim. Having a mentor to guide you in your early days will help you to become more confident so you can settle into your new role more easily.

What do we mean by mentoring?

Mentoring will be an informal arrangement where an experienced councillor acts as a “buddy” to one or more new councillors and helps them get used to their new role. It will run alongside the training and briefing sessions that the council provides to help new councillors get up to speed. A mentor can help ensure that new councillors become confident to carry out their duties and responsibilities more quickly.

Who can be a mentor?

Wyre’s political groups have made a commitment that, after the election, they will allocate mentors to newly elected councillors within their group and potentially to independent councillors and members of minority parties. Mentors should be experienced councillors who have the time and willingness to take on the role and that the group believes would be good at mentoring. All mentors should:

- have sufficient knowledge and experience to be able to help new councillors,
- be approachable, reliable, friendly, patient, tolerant and a good listener,
- be available when the new councillor needs them. There is no point in anyone committing to mentoring somebody who does not have the time to do it.

What is a mentor expected to do?

The mentor should:

- talk to the new councillor and discover the extent of their knowledge about the council,
- provide useful information about how the council works,
- introduce the new councillor to useful contacts,
- provide encouragement and support,
- discuss the issues affecting different parts of Wyre,
- keep things simple and avoid overloading the new councillor.

It all depends on how much help each new councillor needs and the time available. Some new members might only need to have a friendly voice on the other end of the telephone to talk to every so often. There is no predefined schedule to keep to or specific subjects to cover during mentoring.

Some suggestions...

Make sure the new councillor gets to meet the people they will need most often

Take the new councillor around the Civic Centre and show them the offices where the Leader, Corporate Management Team, other senior officers and Democratic Services work. Meet with the party whip to go through party procedure.

Accompany the new councillor to an early meeting of one of their committees

- Look at previous agendas and minutes with them.
- Show the new councillor how to find agendas, reports and minutes online.
- Show them how to access the archive of committee papers on the Intranet - Democratic Services will provide advice if you are unsure how to do this.
- Encourage them to read previous papers for the committees they sit on and look at the council's other committees to get a broader picture of what the council does.

Explain the procedures and protocol at Full Council meetings

Have a quick read of the procedure rules in the Constitution first to ensure that you know them yourself!

Surgeries and casework

- If you hold surgeries, get the new member to come along to one.
- Talk the new councillor through a recent case you have dealt with.
- Encourage them to talk to other councillors about how they make themselves available for their residents.

Remember to tell the new councillor about the “obvious” stuff like how they claim expenses for travelling to meetings and how to submit apologies for their meetings if they cannot attend. It probably will not be obvious to the new councillor!

Your Strengths and Development Record



The responsible officer will ask you to complete a Strengths and Development Record (SDR) - an online questionnaire that you can fill in at home. This will not be until about six months after you became a councillor to give you time to find out the things you might need to develop. The SDR will help you discover any particular gaps in your knowledge and highlight any skills that you would like to develop further. When every councillor has completed a SDR, we will collate the results to make sure that development events are organised around the needs that councillors have identified most often and the CDO will aim to target the development opportunities we provide to satisfy those needs.

What is my SDR?

Your SDR will help you to identify your existing strengths and reveal areas that you might like to develop and improve further. Knowing about any common development needs also helps the officers to target the development programme in order to try to fulfil the majority of councillors' training needs.

You will find what is included in the example SDR questionnaire at Appendix A.

You can probably fill in the questionnaire on your own but if you want to talk to someone while you fill it in, you can arrange to do so (see discussions and review on the next page). Any discussion will be strictly confidential.

Only the officers responsible for your development as a councillor will see your completed CDR. If you want your political group leader to have a copy to help them to match your skills to particular roles within the council, you will need to talk to the responsible officer and tell them that you want this to be done.

You might want to first set out what it is that you want to achieve over the coming months and years. That will help you decide whether you need any additional skills and knowledge to achieve your objectives and plan your personal development in line with your different responsibilities as a councillor.

It will help you if you do this in conjunction with the [Wyre Councillor Skills Framework](#), which sets out what is required in each of your roles as a councillor.

The Wyre Councillor Skills framework



What is the Wyre Councillor Skills Framework?

While the main role of a councillor is to represent your local residents, you will have many other responsibilities and roles to play. The Framework sets out the different skills and knowledge you need as a ward councillor as well as for each council committee and official role within the council. The Framework is at Appendix B.

Look at the parts of the framework that apply to your current committee(s) and council roles while you fill in your questionnaires and it will help you to highlight the knowledge and skills you need to fulfil those roles effectively and any areas that you might want to develop.

Strengths and Development Record - discussions and review

We have made the SDR questionnaire easy to complete so that you can fill it in easily on your own. However if you think it will help you to talk about your SDR self-assessment questionnaire while you fill it in and identify any training needs and how you might satisfy them, you can either discuss it with a senior councillor (most likely from your own political group) or talk to the responsible officer. We do not expect you to talk about any political or other ambitions you have and you do not have to discuss your development needs with anyone else unless you want to.

If you decide to talk to someone when you complete your SDR, you might want to think about:

- what you feel you have achieved or helped to achieve in your ward and in the wider community so far,
- things that you've done as a councillor that you feel have gone particularly well and what could have gone better,
- what you hope to achieve over the next year and beyond,
- what you gained from previous training and development sessions,
- your roles and the requirements for those roles as set out in the Wyre Councillor Skills Framework.

Confidentiality

Your self-assessment of skills and any development needs that you might want to talk about will be in complete confidence. Your completed SDR will only be available to you and the officers responsible for your development as a councillor so that they can use the information for organising training and development sessions.

Training as a result of your SDR

The council has to take the extremely limited annual training budget and the overall needs of all councillors into account and it will not always be possible to justify funding every development activity councillors might ask for. The responsible officer will collate the information from all individual SDR questionnaires and will give priority to meeting the most commonly identified needs when arranging development events.

Reviews and evaluation

Things can change very quickly and you should review your SDR regularly or so to make sure it is still relevant. This will help you to look at the development needs you identified when you last did it and assess whether you still have those needs or whether you have moved on. You might also identify some new requirements.

It is important for your own personal benefit that you continue to assess your development needs and, if you review your SDR once a year and let the officers know where things have changed, it will help the council to evaluate the impact of its investment in councillor training.



Councillor Development Programme 2023/27

The Four Stages of Development

Stage One: Basics – for the newly elected councillor

The programme is split into four stages beginning with newly elected and inexperienced councillors (Stage One - Basics) and progressing to the most advanced (Stage Four - Grandmaster). This reflects how, as you gain more experience and perhaps assume different roles within the council, you will need to acquire other competencies and skills.

Stage One covers the basic skills and knowledge that all new councillors will need to acquire within the first six months or so following election and consists of a period of induction. After you have completed this stage, you should:

- act in accordance with the Code of Conduct and be committed to maintaining high standards of ethics and probity,
- be committed to representing all members of the community impartially and equally,
- have an understanding of how decisions are made and the role of the Executive, Full Council and committees,
- understand the role and purpose of overview and scrutiny,
- be aware of our main policies, plans and priorities (Business Plan, Local Plan, etc.),
- be aware of the main demographic, geographic, environmental, social, economic and political features of the Wyre area,
- be comfortable using a tablet device to access agendas, reports and minutes,
- be aware of the rules of debate for Full Council and other meetings.

Induction may include any or all of the following events and briefings:

- Welcome to the Council - Induction Day,
- Meet Corporate Management Team (CMT)
- Code of Conduct, Ethics and Probity for new councillors
- Introduction to ICT Systems and Social Media (following issue of tablet device)
- The Role of Overview and Scrutiny
- Running Overview and Scrutiny Task Groups
- On the front line - The Contact Centre Experience
- Guided Tour of the Borough
- Meet the Heads of Service (HoS)
- The Golden Gavel Constitution Quiz - The Rules of Engagement
- General Data Protection Regulation (GDPR)

Strengths and Development Record (SDR)

After about 6 months, all new councillors will also be asked to complete an SDR. This is a questionnaire to assess individual training needs and the collated responses will help develop the overall Councillor Development Programme covering the core subjects.

Mentor

The council has agreed that the political groups will allocate a Mentor to all their new councillors. The mentor will be an experienced councillor who will help the new councillor to deal with the challenges they will face when they are new.

Purpose of session	Event details	When?
<p>Welcome to the Council</p> <p>Induction session for new councillors to introduce them to the council, which will include:</p> <ol style="list-style-type: none"> 1 photographs to allow ID card access to the Civic Centre 2 computer use policy to allow access to council emails and computer system to be given 3 official acceptance of office 4 arrangements for allowances to be paid 5 introduction to how the council works 6 tablet devices provided 	<p>ID pass and form completion</p> <p>Photographs for ID pass. Sign computer use policy for access to council emails.</p> <p>Sign declarations of acceptance of office (if any were not signed at the count), complete P46, etc.</p> <p>Hand out Registration of Financial and Other Interests forms - for completion before 1 June.</p> <p>Tour of “Civic Corridor” facilities</p> <p>Meet the Chief Executive and directors The Business Plan and a brief introduction from each director to their role, the council services their directorates provide and the main areas of work carried out by the council officers within their command.</p> <p>Introduction to Democratic Services</p> <ol style="list-style-type: none"> 1 New Councillor’s Guide, Induction Pack, etc., 2 Councillors’ and officers’ roles & responsibilities, 3 The decision-making and management structure, 4 Council Constitution contents and Rules of Procedure, 5 Code of Conduct, 6 Councillors’ Allowances, 7 Overview and Scrutiny. <p>ICT Team Rollout of and a short introduction to your tablet devices so that you have remote access to council systems and paperless meetings. Distribute ID cards. Cyber security advice.</p>	<p>Within one week of election.</p> <p>Thursday 11 May 2023</p>
<p>Reintroduction</p> <p>Induction session for re-elected councillors to set them up on their new tablet devices</p>	<p>New councillor tablets</p> <p>Set up with Democratic Services and IT on new tablets.</p>	<p>9 & 10 May</p> <p>Room TBC</p>

<p>Meet Your Mentor To help new councillors manage their casework and surgeries, make them aware of meeting protocol, etc.</p>	<p>Political groups will assign mentors will be to new councillors at political group caucus meetings.</p> <p>This is to be organised and facilitated by the political groups!</p>	<p>Expected within 1 week of election: currently Labour Group Caucus on 15 May, Conservative Caucus on 16 May. Other political groups might be constituted within the council following the election.</p>
<p>Code of Conduct, Ethics and Probity for new councillors. Understanding of the Member's Code of Conduct, when it is necessary to declare an interest and awareness of the Register of Interests and gifts/hospitality</p>	<p>Introduction from the Monitoring Officer to the Code of Conduct, Standards, ethical dilemmas and responsibilities of councillors within the ethical framework.</p> <p>Councillors must return completed forms for registration of pecuniary interests within 1 month i.e. before 1 June.</p> <p>This training is mandatory for all councillors.</p>	<p>Within one month of election</p> <p>18 May 2023</p>
<p>Licensing Committee Procedures To allow new councillors to be able to participate fully in regulatory committee</p>	<p>A short (1 hour) introductory session by the Licensing Officer for new Licensing Committee members to explain our Licensing Committee procedures and provide a basic guide to licensing legislation and policies</p>	<p>Before first Licensing Committee meeting</p> <p>30 May 2023</p>
<p>The Role of Overview and Scrutiny To understand the role and purpose of overview and scrutiny</p> <p>Awareness of the purpose of 'call in'</p> <p>Understanding of the need for political neutrality in the overview and scrutiny process</p>	<p>Briefing session delivered by Democratic Services covering</p> <ul style="list-style-type: none"> • work programmes • call in procedure • critical friend challenge 	<p>Within one month of election</p> <p>5 June 2023</p>
<p>Introduction to Planning</p> <p>An opportunity for all councillors (new and experienced) to learn about the planning process and how it works.</p>	<p>A guide to planning legislation and councillors' role in the planning process delivered by the Head of Planning Services and Regeneration.</p>	<p>Within one month of election</p> <p>6 June 2023</p>
<p>Procedures at Planning Committee meetings</p>	<p>A short (1 hour) introduction session for new Planning Committee members to explain committee procedures and our expectations of councillors' conduct at</p>	<p>Before first Planning Committee meeting</p> <p>7 June 2023</p>

<p>To allow new councillors to be able to participate fully in regulatory committee</p>	<p>Planning Committee meetings and site visits</p>	
<p>Planning Committee training</p>	<p>All councillors are welcome to attend most planning training sessions. The Planning Committee usually approves its annual training programme at the first meeting of the committee after the Annual Meeting.</p>	<p>Usually held in between the planning site visits and the committee meeting.</p>
<p>Introduction to ICT Systems and Social Media To give councillors the confidence to use the council's intranet, web site, Councillor Portal and Modern.gov app to retrieve and annotate agendas, reports, minutes, submit expenses claims electronically, etc. and to enable councillors to communicate effectively with the council and community.</p>	<p>Practical hands-on training depending on the new councillors' current level of ICT skills from the basics of computer use, managing files, email and Internet to word processing, spreadsheets, databases and presentations. All councillors must be able to:</p> <ul style="list-style-type: none"> • use the Wyre web site and intranet • use the Modern.gov app for paperless meetings • master basic word processing • send and receive emails <p>and be aware of the use and dangers when using social media.</p>	<p>As required following issue of tablet devices allowing access to council ICT systems.</p>
<p>On the front line - The Contact Centre Experience The Contact Centre team includes call takers and the staff who work on the Civic Centre reception and enquiry desks to deal with enquires from the public by telephone, post, email, via website and face-to-face.</p>	<p>An opportunity for all councillors (new and experienced) to spend time with the front-line workers taking enquiries from the public in the council's Contact Centre.</p> <ol style="list-style-type: none"> 1 Contact Centre/Reception (phone/face to face/"live chat") 2 Benefits Assessment / Appeals 3 Debt Recovery & Compliance 4 Visiting Officers <p>Sit with staff in reception, listen to incoming calls and discover how our staff answer the varied enquiries they receive.</p>	<p>Within two months of election.</p> <p>June - July 2023</p>
<p>The Road to Know Wyre – A Guided Tour of the Borough To gain an increased knowledge of the borough, the council buildings and an insight into the issues affecting the different areas within the borough.</p>	<p>A guided bus tour of the whole of Wyre borough visiting major development sites, council facilities, Copse Road Depot and any other areas of particular interest.</p>	<p>Within six months of election</p> <p>19 June 2023</p>

<p>Meet the Heads of Service An opportunity for all councillors to meet Wyre's Heads of Services and gain an insight into the different service areas under their command.</p>	<p>A brief (approximately 5 minutes) introduction from each Head of Service to the services that their teams provide.</p>	<p>Within six months of election 13 July 2023</p>
<p>The Golden Gavel Constitution Quiz - The Rules of Engagement To provide a greater understanding and knowledge of the rules of debate including council meeting protocol, how to table amendments, etc. and what is contained in the council's Constitution</p>	<p>Comprising the "Who Wants To Be a Millionaire" Constitution Quiz (an informal team quiz providing a fun guide to the Constitution) and a practical / hands-on role-playing session to learn the rules and protocol of council meetings. To include:</p> <ul style="list-style-type: none"> • proposing and seconding a motion • tabling amendments • Closure motions • Points of order • Right of reply • Personal explanations 	<p>Within six months of election and if possible before first Full Council meeting. 27 June 2023</p>
<p>Planning Services Open Day An opportunity for new and experienced councillors to drop and gain an insight into what goes on in the Planning Team.</p>	<p>An opportunity for new and experienced councillors to drop in and talk to the people who work in planning and experience the work of the planning team at first hand. The Planning department will be open and staff will be available for councillors to call in and talk to the people who work in planning and experience the work of the Planning Team at first hand.</p>	<p>Within six months of election June or July 2023 TBC</p>

<p>General Data Protection Regulation (GDPR) Pre-Council briefing on GDPR (by Tim Turner of 2040 Training) to ensure that all councillors are aware of their data protection responsibilities.</p>	<p>As a representative of residents of their ward, (for example in dealing with complaints) each councillor is a “data controller” under GDPR and is responsible for the personal data that they collect, store, use and delete. Essential session otherwise councillors will have to pay their own Data Controller Fee.</p>	<p>Within six months of election 6 July 2023</p>
<p>Running Overview and Scrutiny Task Groups For all non-executive councillors to enable them to take part an active part in task groups.</p>	<p>All non-executive councillors are able to take part in task groups, This workshop will be facilitated by the Democratic Services and Scrutiny Team.</p>	<p>Within six months of election Date TBC September-October 2023</p>
<p>An introduction to treasury management To enable councillors to understand the roles and responsibilities of elected members in relation to treasury management</p>	<p>Briefing delivered by the council’s treasury management providers (Link) via Teams</p>	<p>Within six months of election and annual updates. Date TBC</p>

Stage Two: competence – the essential knowledge and skills



Stage Two of the programme is **Competence** where councillors will have achieved the essential knowledge and skills. This stage of training covers the essential skills and knowledge that all new councillors should acquire during the first twelve months or so following their election.

When they have completed Stage Two, the new councillor will:

- have an appreciation of the council's budgetary constraints, Medium Term Financial Plan and Annual Budget
- be an effective participant at council and other meetings
- act in accordance with the Member's Code of Conduct and ethical standards
- be able to hold surgeries for your constituents and deal effectively with casework
- have practical time-management skills

The **Competence Stage** may include the following sessions, etc.:

- time management skills,
- local government finance briefings,
- communications and the visitor economy,
- climate action,
- equality and diversity,
- meetings workshop,
- questioning techniques,
- dealing with conflict.

There will also be **pre-council briefings** (usually delivered by the officer responsible for the relevant service area). The sort of topics covered may include:

- safeguarding,
- civil contingencies and emergency planning,
- domestic abuse awareness

Relationship with Officers and your mentor

In the first twelve months following the election, the new councillor will have built up professional relationships with appropriate council officers in various service areas. Mentoring may continue if required.

Purpose of session	Event details	When?
<p>Strengths and Development Records Identify strengths and areas for development and feed results into ongoing development events programme</p>	<p>Democratic Services will facilitate the completion of Strengths and Development Record questionnaires via an online form to assess the individual and overall strengths and development needs of all councillors.</p>	<p>About six months after election</p>
<p>Time Management Skills To develop time management skills, learn to plan activities, prioritise objectives and make the best use of your time and resources.</p>	<p>A virtual course for councillors who want to improve the way they manage their time to enable participants to:</p> <ul style="list-style-type: none"> ➤ Set limits and boundaries on meetings ➤ Prioritise using a zoning system ➤ Manage emails and paperwork. 	<p>At any time (when available).</p>
<p>Local Government Finance briefings To give an understanding of the difficulties involved in having to operate within a set budget and the reasons for establishing tight budgetary controls.</p>	<p>The Chief Finance Officer (S151 Officer) and or Head of Finance will deliver briefing sessions on the Budget and Medium Term Financial Plan. We will record these sessions so that they are available for councillors to watch at a convenient time.</p> <p>The Chief Finance Officer (S151 Officer) and/or Head of Finance may also provide a simple A-Z of Local Government Finance briefing.</p>	<p>To coincide with Cabinet and Council Budget (annually in March) and Medium Term Financial Plan (annually around October) reports.</p> <p>Pre-recorded videos will be made available on the Councillor Portal</p>
<p>Communications and the Visitor Economy To learn about how Wyre gets its messages across to the community by championing local government, protecting our reputation and promoting all the work that we do.</p>	<p>A drop in session when the Communications and Visitor Economy Team - the officers who deal with our website and social media platforms, press and media liaison, intranet and internal communications and marketing - will be available for councillors to call in and talk to.</p>	<p>Within 12 months of election</p>
<p>Climate action To gain an understanding why the council declared a climate emergency and what councillors can do to help reduce their own and Wyre's carbon footprint and influence climate change through leadership in their communities and engaging with residents.</p>	<p>The Climate Change & Environmental Projects Officer will provide a briefing covering what Wyre councillors can do to help to make climate change action a reality. Carbon Literacy training will also be available for those who wish to take advantage of it, to learn more about the effects of climate change and the practical ways in which they can get involved.</p>	<p>Within 12 months of election</p>

<p>Equality and Diversity To instil commitment to equality and enable all councillors to represent all groups within the electorate with impartiality</p>	<p>The Human Resources Team will arrange a briefing session or provide an information pack.</p>	<p>Within 12 months of election</p>
<p>Support for those with specific diversity, equality and inclusion needs.</p>	<p>The following specific support for those with particular needs can be provided by external providers (the LGA) including:</p> <ul style="list-style-type: none"> • coaching for disabled councillors, • a Young Councillors Weekender, • LGBTQ+ Councillors Weekender, • Black, Asian and Minority Ethnic Councillors Weekender. 	<p>At any time (when sessions are offered).</p>
<p>Meetings workshop To instil the confidence to participate, contribute and even chair effectively at meetings. An understanding of the differences between types of meetings.</p>	<p>Interactive workshop session covering:</p> <ul style="list-style-type: none"> • holding an effective meeting, • role of the chair, • following the agenda, • making your point with confidence and clarity, • handling differences of opinion and avoiding conflict. 	<p>At any time after election</p>
<p>Medieval Questioning Skills are SO last century To develop effective questioning skills in relation to scrutiny.</p>	<p>Interactive workshop session covering:</p> <ul style="list-style-type: none"> • witness preparation, • the different types of questions, • avoiding the wrong kind of questions, • active listening, • how to probe deeper, • using the pitch and volume of your voice. 	<p>At any time after election</p>
<p>Speed Reading To learn how to and summarise information from written text faster and more effectively and hold more of it in short-term memory, learn to skim documents quickly and extract only the essential facts. Avoid information overload.</p>	<p>Online seminar focusing on the different types of reading styles to encourage better retention of written material through specific techniques. Alternatively a short information leaflet is available including</p> <ul style="list-style-type: none"> • knowing what information you want from a document before you start reading it, • how to skim excessively detailed documents and ignore irrelevant detail, • how to use a pointer to smooth the way your eyes move and reduce skip-back. 	<p>At any time after election (when available).</p>

<p>Memory Skills and Mind Mapping For councillors who want to improve their ability to store and retain information.</p>	<p>External provider (LGiU). Online seminar. Memory is a skill that can be improved with practice and the technique of mind mapping can be used to increase memory and understand concepts, ideas, key terms and information.</p>	<p>At any time after election (when available).</p>
<p>Effective Opposition To help opposition leaders get a better understanding of how they can enhance the effectiveness of their role in leading an opposition group.</p>	<p>External provider (LGA). This programme is intended for opposition leaders and deputy leaders to explore the nature of effective opposition and gain some insight into the participant's personal leadership and influencing styles.</p>	<p>At any time after election (when available).</p>
<p>Dealing with Conflict, Challenging People and Situations To help councillors dealing with challenging and outspoken residents (or other councillors!), these skills are useful in any situation that may have an element of disagreement.</p>	<p>Practical ways to restore harmony and manage and control the difficult situations you may encounter, particularly those involving aggression or conflict. It covers methods of both prevention and de-escalation.</p>	<p>At any time after election</p>
<p>Employment appeals Training for any non-executive councillor who would like to take part in the consideration of any council employee appeals against dismissal, grading and other grievances.</p>	<p>Workshop run by Human Resources and NW Employers.</p>	<p>Within 12 months of election.</p>
<p>Development of the Leadership Role For Cabinet members, Lead Members, Chairmen, Opposition Leaders, etc. For more details see Stage Four.</p>	<p>The Leadership Academy is a leadership development programme for leading councillors based on three two-day residential modules over a three-month period. The LGA also runs a number of programmes for those in leadership positions.</p>	<p>At any time after election for those who are eligible.</p>

Stage Three: accomplishment – the experienced councillor



Stage Three is **accomplishment – the experienced councillor**. This stage of training covers the skills and knowledge that all councillors should have acquired during the first two years following the election.

When you have completed Stage Three, you will:

- be an effective public speaker with good presentation skills,
- understand performance and risk management and the council's priorities ,
- develop decision-making and change management skills,
- have good questioning techniques for use in Overview and Scrutiny,
- have basic counselling skills,
- develop assertiveness.

The **accomplishment stages** might consist of workshops and briefings on any or all of the following:

- public speaking,
- change and conflict management,
- risk management,
- presentation skills,
- assertiveness,
- effective decision making,
- introduction to basic counselling skills,
- continuous improvement and performance management.

A targeted programme of sessions and events will continue to be developed on a continuous basis using information from Strengths and Development Record (SDR) questionnaires and in the wake of new initiatives. Your SDR will be reviewed. Mentoring may continue if required.

Stage Four: Grandmaster - the very advanced councillor



We call Stage Four the Grandmaster stage however please note that the term “Grandmaster” is not gender specific.

This stage of training covers the skills and knowledge that councillors might acquire during the second half of your four year term of office.

The grandmaster will be able to:

- provide leadership & direction,
- as a chair, ensure meetings progress effectively, encourage contributions and discourage time wasting,
- provide community leadership and work persuasively in partnerships,
- develop the skills to become a mentor,
- understand what is involved in the project planning process.

The **Advanced Stage** might consist of workshops and briefings on any or all of the following:

- chairing skills,
- leadership (see below),
- influencing and partnership skills,
- project management,
- mentoring skills,
- 360 degree feedback,
- Neuro Linguistic Programming (NLP),
- succession planning.

You should review your SDR and we will continue to develop a targeted programme of sessions and events using information from your SDR reviews and in the wake of new initiatives. If there has been a 360-degree feedback exercise, we will incorporate the results into the programme.

Purpose of session	Event details	When?
<p>Development of the Leadership Role For Cabinet members, Lead Members, Chairmen, Opposition Leaders, etc.</p>	<p>The LGA runs a Leadership Academy, which is a leadership development programme for leading councillors in three two-day residential modules over a three-month period.</p> <p>The LGA also runs a number of other programmes for councillors in leadership positions. Democratic Services will send the LGA Highlighting Political Leadership timetables giving dates for these on a regular basis Programmes may include:</p> <ul style="list-style-type: none"> ➤ Communication and Media Political Leadership Masterclass ➤ Leadership Essentials: Being an Effective Cabinet Member ➤ Leadership Essentials: Finance ➤ Leadership Essentials: Finance for Non-Finance Cabinet Members ➤ Leadership Essentials: Economic Growth ➤ Leadership essentials: Financial governance ➤ Leadership Essentials: Building Safety ➤ Leadership Essentials: Housing ➤ Leadership Essentials: Digitalisation ➤ Leadership Essentials: Getting Your Message Across ➤ Leadership Essentials - Audit Committees (For Audit Committee Chairs and Vice-Chairs) ➤ Leadership Essentials: Children's Services (for Lead Members for Children's Services) ➤ Leadership Essentials: Effective Scrutiny - for new or aspiring scrutiny or task group chairs ➤ Leadership Essentials: Decision making at licensing committee (for Licensing Committee Chairs and Vice-Chairs) ➤ Developing Your Political Brand Masterclass ➤ Developing Your Political Leadership Skills Weekender 	<p>At any time when available for those who are eligible to attend.</p>



Councillor Development Programme 2023/27

Training Materials, Resources and Contacts

Other training materials and resources

Reporting Guide



Training Videos



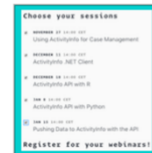
User Manual



How-to Guide



Recorded & Live Webinars

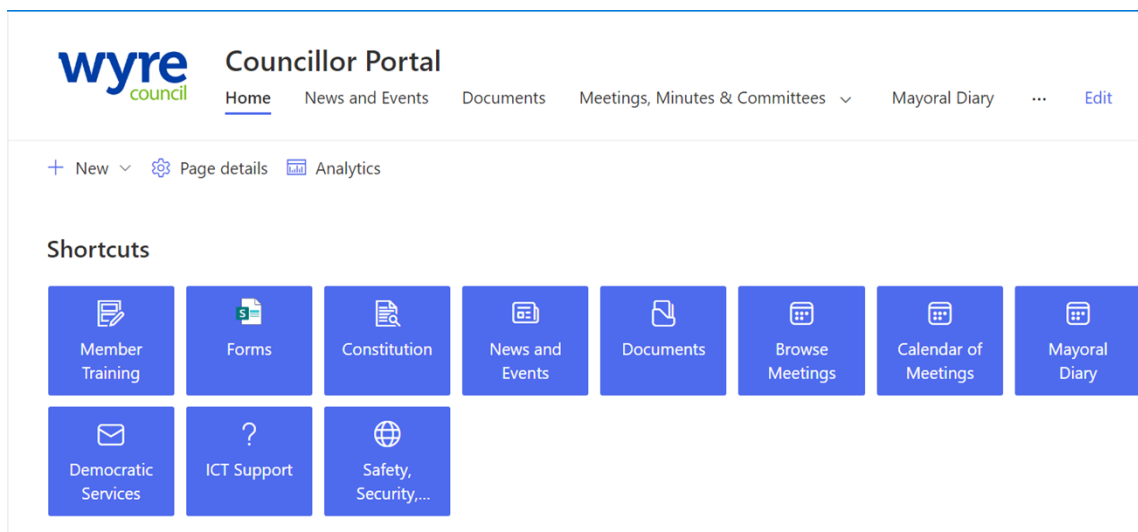


To allow councillors who work during the day to attend events, we normally hold in person councillor development in the evenings. As stated above, it is not always possible to do this and some councillors have commitments that make it just as difficult for them to attend training sessions in the evening. For those councillors and any who simply prefer other ways of learning, we offer a number of alternatives.

These range from online e-Courses to books, DVD and CDs that can be made available as a resource for councillors to use.

Contact the responsible officer for member development if you would like more information.

Councillor Portal



Following a trial in 2022, we introduced a Councillor Portal in 2023 and it is available on both Wyre’s Intranet and Extranet. It contains (amongst many other things) a section dedicated to councillor training, including some past presentations and recorded videos, and a link to a Councillor Induction page. Democratic Services update the Councillor Portal pages regularly.

The Councillor Induction page is for both new and returning councillors as it includes a timeline of all training events and actions that both councillors old and new may need to attend/do, the councillor manual, and other useful links.

E-Courses and distance learning using external resources

Distance learning can cover a number of different approaches, such as workbooks and e-courses.

E-Courses are particularly suitable for councillors who are comfortable with ICT and can be extremely useful for those who may find it difficult to attend more traditional briefing and training sessions due to work or other commitments.

Both can also be a useful supplement to attending other types of courses, briefings and workshops and are provided by our partner organisations.

Local Government Association (LGA) has produced a series of distance learning materials covering a number of topics, in the form of workbooks and e-learning modules and these are available free of charge at <https://www.local.gov.uk/councillor-workbooks>. Just visit the page and download any workbook(s) of interest to you.

The LGA also has a dedicated e-learning platform with a series of e-learning modules to assist councillors with their development and these are also available free of charge. To receive access to the LGA's dedicated e-learning platform for the first time, councillors can simply email elarning@local.gov.uk to receive a user name and password and you will then be able to access the site.

The LGA's distance learning workbooks and e-learning platform resources are aimed at all councillors but will be particularly useful to new councillors.

LGA New Councillor Hub

The LGA has also developed a New Councillor Hub to provide newly elected members with essential information to complement the induction support provided by Wyre and other councils. On the New Councillor Hub, you can find information about the councillor's role, how local government is organised, the councillor code of conduct and standards, and decision-making. Councillors can access the Hub via <https://www.local.gov.uk/our-support/councillor-development/new-councillor-hub>.

The Hub includes information on the key policy areas of the LGA, the resources, events and services they offer with links to the political groups at the LGA. It also provides information on the LGA's regional teams, information on LGA support and development offers, and much more for newly elected members.

Civility in public life webpage

The LGA resources on the LGA Civility in public life webpage are infographics outlining rules of engagement for social media, and top tips on how to tackle online abuse, for candidates and councillors. These resources will help councillors to set the tone of their contact with members of the public online and empower councillors to take appropriate action where communications break the rules of engagement.

Local Government Information Unit (LGIU). The council is also a member of the LGIU. To receive their regular information briefings and/or the Daily News local government news email, all councillors need to do is register on the LGIU website <https://lgiu.org/membership> and set their preferences for what they would like to receive.

Both the LGA and LGIU run regular virtual events for councillors on Zoom and similar video meeting platforms. Other organisations that provide virtual training sessions on specific topics include the Planning Advisory Service (PAS), Royal Town and Planning Institute (RTPI), Institute of Licensing (IOL), Centre for Governance & Scrutiny (CFGS) and others. Some of these organisations also offer in-person training. Democratic Services will inform councillors of any upcoming events when they receive notification.

The responsible officer will keep all e-Learning options under review and will bring any new modules that become available to the attention of councillors and the CDG.

Members' Library

We have accumulated a wealth of reading material of interest to councillors in the Members' Library (across the corridor from the Council Chamber). This includes:

- relevant magazines, periodicals and publications
- the Council's Constitution and current council policy and consultation documents
- books and manuals on a variety of subjects.

Any councillor is welcome to borrow items from the Library providing that they inform a member of the Democratic Services team when they do so. Subjects covered by books in the library include:

- | | |
|---|--|
| ➤ Knowledge | ➤ Training, Coaching, Mentoring |
| ➤ Assertiveness | ➤ Politics and Politicians |
| ➤ Body Language | ➤ Local Government, |
| ➤ Debating, | ➤ Economics, |
| ➤ Speeches / Public Speaking, | ➤ Marketing |
| ➤ Quotations | ➤ Finance |
| ➤ Speechwriting | ➤ History, Global Affairs, etc. |
| ➤ Presentations, etc. | ➤ Travel |
| ➤ Emotional Intelligence | ➤ Humour (to spice up speeches or simply to while away an idle 5 minutes before a meeting) |
| ➤ Mental Power and Lateral Thinking | ➤ Religion, Myth, Magic and Superstition |
| ➤ Linguistics | ➤ IT & Computing |
| ➤ Memory | ➤ Novels |
| ➤ Miscellaneous Skills and Self Improvement | ➤ Reference / Miscellaneous |
| ➤ Psychology, Personality & Philosophy | |

Contacts

Who should I contact if I need advice about my training and development?

If you want to know anything about councillor development or have any ideas about anything you would like to be included in the training programme, the following people may be able to help.

Peter Foulsham, Democratic Services Manager

Phone: (01253) 887606

Email: peter.foulsham@wyre.gov.uk

Marianne Unwin, Democratic Services Manager (Temporary)

Phone: (01253) 887326

Email: marianne.unwin@wyre.gov.uk

Daphne Courtenage, Democratic Services Officer

Phone: (01253) 887476

Email: daphne.courtenage@wyre.gov.uk

George Ratcliffe, Assistant Democratic Services Officer

Phone: (01253) 887608

Email: george.ratcliffe@wyre.gov.uk

Any member of the Councillor Development Group

At the time of writing (March 2023), the members of the CDG are:

Councillor Ian Amos
Councillor Colette Birch
Councillor Sue Catterall
Councillor Paul Ellison
Councillor David Gerrard
Councillor David Henderson
Councillor Graham Holden
Councillor Cheryl Raynor
Councillor Holly Swales
Councillor Shaun Turner (Chair)
Councillor Lynn Walmsley (Vice Chair)



THIS IS AN EXAMPLE ONLY - IT WILL BE AVAILABLE FOR COUNCILLORS TO COMPLETE AND SUBMIT ELECTRONICALLY



Your Strengths and Development Record (SDR)

Instructions

What is the SDR?

Your SDR will help you to set out what it is that you would like to achieve over the coming months and years and whether you need any additional skills and knowledge to achieve those objectives. It will help you to plan your personal development in line with your responsibilities as a councillor, identify your existing strengths and may reveal areas that you might like to develop and improve.

Please fill in the SDR questionnaire carefully and identify any skills and knowledge that you need or would like to improve or develop further. You can talk to a senior councillor or a member of Democratic Services about it if you wish to.

We will use the information from all the completed questionnaires to establish the priority needs identified by the largest proportion of councillors so that we can provide appropriate development activities.

We will also use your completed SDR to try to satisfy where possible, any individual development needs that you have identified within the limited budget available.

Only you and the officers responsible for looking after your development needs as a councillor will see your SDR. If you want your political group leader to have a copy to help them to match skills to roles within the council, you will need to tell Democratic Services in writing.

What is the Wyre Councillor Skills Framework and why is it important?

While the main role of a councillor is to represent your local residents, councillors also have many other responsibilities and roles to play. The Wyre Councillor Skills Framework sets out the different skills and knowledge you need for each council committee and official role within the council.

If you look at the parts of the framework that apply to your current committee(s) and council roles while you fill in your questionnaires, it will highlight the knowledge and skills you need to fulfil those roles effectively and the areas that you might want to develop.

Reviews and evaluation

You should review your SDR every 12 months or so to make sure that you are getting the opportunities to develop yourself that you identified when you filled it in.

Equality of opportunity

All councillors are encouraged to complete a SDR as Wyre Council is committed to equality of opportunity and access to training and development for all our councillors. This means that you will receive equal treatment whatever your age, gender, sexuality, marital status, disability, race, religion, ethnic background or political affiliation, etc.

Strengths and Development Record

This is an easy to fill in self-completion questionnaire for you to assess your personal development needs. It will also help those council officers who are responsible for learning and development to identify councillors' common needs. No-one else will see it.

Name
Ward

How long have you been a Wyre councillor?

less than a year	1-4 years	more than 4 years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What is your current work time commitment (if any)? You may tick more than one option.

full time	part-time set hours	part time variable
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
self- employed	retired/ not working	carer/ other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your personal interests and aspirations

Excluding your role as a councillor, please describe in not more than 12 words your main vocation, activities or interests in life.

What are your personal aspirations for the future as a councillor (e.g. committee chair, portfolio holder, Leader of the Council, etc.)?

Transferable skills and knowledge

Other than anything provided by or gained within the council, please list and describe below

- any training and development you have had that would be transferable to your councillor role,
- any other experience, achievements and skills that are useful in your role as a councillor,
- any qualifications you have that are relevant to your councillor role.

Best times to attend courses and events (either in person or virtually)

What time of day is best for you to undertake any learning and development activities (you can tick more than one box)?

morning

evening

afternoon

no preference

on demand
(recorded)

Please tell us below, any regular times when you will **not** usually be available because of your work or your other life commitments.

Strengths and development areas

Please tick only those areas where you would like some support or development.

If you have any particular expertise or skills and knowledge that you would be willing and able to share with other councillors, please state that below and if appropriate, we will have a follow up conversation to discuss how it could benefit other councillors.

foundation skills	I would like support or development	policy and local government knowledge	I would like support or development
being an effective ward councillor		planning policy	
handling casework and helping residents		health and wellbeing	
time management		economic development	
computer and ICT skills		licensing policy	
council's Business Plan		practical skills	
understanding how the council works		chairing skills and participating in meetings	
overview and scrutiny		speed reading	
community engagement / knowing your community		dealing with the press and other media	
council finance (budget, treasury management, etc.)		public speaking and presentation skills	
meetings procedures and the Council's Constitution		connective skills	
code of conduct, standards and ethics		social media	
equality and diversity		influencing	
planning process		negotiating	
climate change		coaching and mentoring	
personal safety		partnership working	
safeguarding		reflective skills	
identifying and managing stress		dealing with conflict	
		emotional intelligence	

If you would like to contribute to helping other councillors acquire any of these skills or knowledge, please give details here:

Please specify any other subjects that would help you in your role as a councillor here:



Councillor Development Programme 2023/27

Wyre Councillor Skills Framework

Wyre Councillor Skills Framework



Image courtesy of 21st Century Councillor

Elected Member Roles and Responsibilities

The main role of a councillor is to represent your local residents but you will also have many other roles and responsibilities for each council committee and official role within the council.

The following Framework contains descriptions of all the different responsibilities and roles that you may undertake as an elected member, and the essential skills and knowledge that you will need to perform them effectively.

How to use the Framework

You should use the Framework to **identify the skills and knowledge that you need to develop** so that you can successfully carry out each role.

The first few pages apply to **all councillors** and they set out the regular activities that every elected member will perform and the particular qualities, knowledge and skills that all councillors need.

The rest of the descriptions, detail any **additional knowledge and skills** that you will need to carry out the responsibilities for the **specific positions** to which councillors can be appointed.

If you look at the parts of the framework that apply to your current committee(s) and council role(s) while you fill in your SDR questionnaire, it will highlight the knowledge and skills you need to fulfil those roles to the best of your ability and the areas that you might want to develop further.

Specific additional roles

The responsibilities of all of the following roles are included specifically in the Framework:

Scrutiny

- Scrutiny Committee and Task Group member
- Scrutiny Chair and Vice Chair (including Task Group Chair)

Regulatory/Quasi-Judicial

- Planning or Licensing Committee member
- Planning or Licensing Committee Chair

Other committees

- Chair of a committee that is NOT Scrutiny or Regulatory/Quasi-Judicial
- Standards Committee member
- Audit Committee member
- Employment and Appeals Committee member
- Employment Appeals Panel member

Executive

- Cabinet / Executive member
- Lead Member Supporting the Cabinet

Mayoral

- Leader and Deputy Leader
- Mayor and Deputy Mayor

Roles and responsibilities of all councillors

Representing and supporting communities

You are **expected to**

- represent the interests of the borough and your neighbourhood locally, regionally and nationally as an advocate for both your ward and Wyre as a whole,
- regularly attend any parish council and other community meetings that take place in your ward and provide a regular line of communication with the council for local people, including those who do not actively participate in community groups,
- inform residents and community groups about current and upcoming consultation exercises, encourage them to take part and tell them about the outcomes,
- represent the council within the community by talking to residents about the council's strategies, policies, services and procedures,
- undertake casework on behalf of residents and local organisations within your ward to resolve collective and individual concerns,
- provide the community with a voice by conveying your residents' needs to the council via the appropriate officers, Cabinet members, lead members and/or other councillors,
- provide community leadership locally by supporting and promoting active citizenship and encouraging people to take part in local groups and community action,
- promote community cohesion and tolerance and serve all your local community fairly and equally.

Making decisions and scrutinising council performance

You are **expected to**

- contribute to debate and discussions at Full Council meetings so that councillors are able to make informed and balanced decisions in the interests of all Wyre residents,
- participate fully in all committees, groups and panels to which you might be appointed to help ensure that decisions taken are responsible and sound,
- support and present your political group's policies if you are a member of a political party, whilst adhering to the principles of democracy and collective responsibility in decision-making,
- scrutinise the performance of council services and other public services to ensure that they are efficient and effective and provide good value for money for residents.

Values - internal governance, ethical standards and relationships

You are **expected to**

- understand and promote the council's core values as set out in the Business Plan,
- encourage and support good governance of the council and its affairs,
- commit to and endorse the principle of open and transparent government,
- engage in respectful, appropriate and effective working relationships with council officers,
- maintain the highest standards of behaviour in public office by adhering to the Councillors' Code of Conduct, the Protocol for Officer-Member Relations and commitment to the following "principles of high standards in public life":
 - selflessness,
 - integrity,
 - objectivity,
 - accountability,
 - openness,
 - honesty,
 - leadership.

You **will need to**

- develop and maintain a comprehensive knowledge of the local area,
- know about currently active community groups, organisations and local issues,
- have good communication, advocacy and interpersonal skills,
- be aware of the different roles of officers, councillors and outside agencies,
- build constructive relationships with residents, officers, partners and other councillors,
- have respect for, and a desire to work with, a variety of groups and individuals,
- be capable of presenting relevant and well-reasoned arguments to persuade others,
- set aside your personal and political views when necessary and act impartially,
- be competent when speaking in public and have suitable presentation skills,
- have effective listening and questioning skills.
- abide by the procedure rules for meetings set out in Part 4 of the council's Constitution,
- understand the strategic, policy, financial and service contexts of decisions,
- have an awareness of the contents of the council's Business Plan,
- access the council's IT systems regularly and read and respond to e-mails and other enquiries from residents within 48 hours,
- follow the Code of Conduct and the Protocol for Officer-Member Relations,
- understand and abide by the principles of high standards in public life.

Your personal development as a councillor

You will be **expected to** take part in appropriate briefings, training sessions and other learning opportunities to gain and improve any skills and knowledge you need to undertake your roles, in order to increase your effectiveness as a councillor.

You **will need**

- to regularly assess your own development needs as a councillor,
- the desire to develop yourself in your councillor roles,
- to take advantage of learning and development opportunities,
- to develop your skills and knowledge to their fullest potential,
- effective time management skills.

Representing the council on outside bodies

If council appoints you to an outside body, you will be **expected to** act as its representative and advocate, promoting common interest and co-operation for mutual benefit, on one or more of the following

- local outside bodies,
- local partnership bodies,
- national bodies and at national events.

Non-Executive councillors

Any non-Executive councillor **may**

- participate in task group activity,
- be actively involved in other scrutiny work,
- attend and contribute to meetings of the Overview and Scrutiny Committee (O&S),
- suggest items for consideration by O&S.

Overview and Scrutiny (O&S)

O&S Committee (and/or Task Group member)



Illustration by kind permission of Rupert Besley

A member of the O&S Committee, will be expected to

- participate constructively in meetings of the committee,
- identify topics for and help deliver the Scrutiny Work Programme ,
- challenge and question to ensure the council delivers effective services for all its residents,
- participate in associated task groups to which you are able to commit your time.

You will need a reasonable knowledge and understanding of

- the scrutiny remit and role,
- the council's overview and scrutiny practices and procedures,
- the concepts of best practice and value for money,
- national and local legislation and policy (including treasury management),
- arrangements for call in and for questioning executive members,
- the principles and practice of performance management,
- the council's performance management arrangements and systems,
- an understanding of the community leadership role,
- the individuals and organisations that make up the community, especially those who do not regularly engage with the council.

You will need the following skills

- ability to interpret information and data from a range of sources,
- very good listening and questioning skills,
- ability to evaluate and challenge existing policies,
- be prepared to challenge ideas and contribute positively to policy development,
- ability to analyse data and monitor performance and the delivery of the Business Plan,
- ability to work with all members of the community and council officers and build understanding and ownership of scrutiny.

Reviewing and developing policy. You will be **expected to**

- assist in the creation, development, improvement and refinement of council policy,
- act objectively and on the basis of evidence rather than simply adhering to the strictures of legislation or political priorities,
- assess and be prepared to challenge the impact of the policies currently being pursued.

Promoting the work of scrutiny. You will be **expected to**

- promote the role of scrutiny within and outside the council, developing effective internal and external relationships,
- demonstrate an objective and evidence-based approach to scrutiny,
- add value to the decision-making and service provision of the authority through effective and challenging scrutiny.

Holding the Executive to account. You will be **expected to**

- scrutinise decisions taken and proposed by the Cabinet, individual Portfolio Holders and officers under delegated powers,
- review the Schedule of Executive Decisions on a regular basis,
- when necessary, request that a Portfolio Holder attend a meeting to answer questions or even consider the option of “call-in” of a decision.

Monitoring performance and service delivery. You will be **expected to**

- monitor the performance of internal and external service providers against standards, targets and best value criteria,
- contribute to the identification and mitigation of risk,
- investigate and address the causes of poor performance,
- undertake detailed reviews of specific activities or services.

Community leadership. You will be **expected to**

- use scrutiny as a means to address community issues and engage the public,
- encourage stakeholders to participate in the work of the authority,
- develop locally viable and acceptable policy solutions,
- build a dialogue around priorities, objectives and performance, among communities and stakeholders,
- consider and propose responses to national and local consultations.

Scrutiny Chair (and Vice Chair)

You will be **expected to**

- promote the role of scrutiny both within and outside the council and liaise effectively within the council and externally with the council's partners,
- identify relevant community based issues for scrutiny and develop a balanced scrutiny work programme in conjunction with the scrutiny officer,
- ensure the work programme takes account of relevant factors such as the council's strategic priorities and risks, and issues of community concern,
- demonstrate an objective and evidence based approach to scrutiny,
- evaluate the impact and added value of scrutiny activity and identify areas for improvement,
- inspire and enthuse the Overview and Scrutiny Committee and encourage high performance from all committee members in both committee work and task groups,
- assess individual and collective performance within the committee, identify any training and development needs and procure appropriate learning and development opportunities,
- manage the progress of business at meetings, ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to,
- ensure that all participants have an opportunity to make an appropriate contribution,
- liaise with officers, other members and community representatives to resource and deliver the work programme,
- act as a focus for liaison between the council, community and external bodies in relation to scrutiny and build understanding and ownership of the scrutiny function within the community,
- fully involve external stakeholders for example, service users, expert witnesses and partners in scrutiny activity,
- submit periodic progress reports to council and respond to questions and comments, in accordance with the council procedure rules,
- ensure that the work programme is delivered.

You **will need** in depth knowledge and understanding of

- the council role and functions,
- the role of scrutiny, the role and terms of reference of the committee, the role of the chair and other aspects of the democratic arrangements,
- the role of the scrutiny officer,
- the council's priorities and risks,
- local issues, community issues and expectations,
- meeting protocols, code of conduct, standing orders and other constitutional requirements and the ability to apply them effectively,
- the community leadership role,
- the individuals and organisations that make up the community, especially those who do not regularly engage with the council.

You will need the following skills and abilities

- development of work programmes,
- project management,
- pre-meeting preparation and organisation,
- management of people and resources,
- objectivity,
- prioritising,
- chairmanship,
- ability to follow the agenda, progress business effectively and facilitate effective discussions,
- negotiation and consensus-building,
- good communication skills and ability to report to different groups in a style appropriate to the audience,
- sound listening and questioning skills.

You will need

- to build effective relationships with council officers, other councillors and members of the community, based on mutual trust,
- to promote a wider understanding and ownership of scrutiny,
- to maintain a constructive and 'critical friend' relationship with the Executive.

If you take on the time-limited role of a Task Group Chair, you will also require most of the skills and abilities listed above.

Regulatory/Quasi-Judicial

Member of Planning or Licensing Committee



As a member of a regulatory committee, you will be expected to

- participate effectively in meetings of the committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision making,
- make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements,
- ensure the integrity of the committee's decision making and of your own role by adhering to the Code of Conduct and other constitutional and legal requirements.

You will need a knowledge and understanding of

- law, policy and procedures for planning or licensing as appropriate,
- sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee,
- the quasi-judicial nature of regulatory committee decision making,
- the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility.

You will need the following skills and abilities

- integrity and the ability to set aside own views and act impartially,
- to listen and to consider and respect the views of other contributors,
- to be thorough and objective when receiving and responding to professional advice in the conduct of meetings and individual cases/applications before the committee,
- objectivity and clear judgement.

Chair of Planning or Licensing Committee

You will be expected to

- provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making,
- ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process,
- demonstrate integrity and impartiality in decision making in accordance with legal, constitutional and policy requirements,
- act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly,
- ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in considering individual cases/applications,
- act as an ambassador for the regulatory committees, facilitating understanding of the role.

You will need in depth knowledge and understanding of

- the council's regulatory role,
- local issues,
- the regulatory framework,
- the relevant code of conduct and protocols and the ability to champion them,
- licensing or planning policy as appropriate.

You will need the following skills and abilities

- to be able to inspire and enthuse committee members for the work of the committee,
- to observe and assess the performance of the committee, identify any training and development needs and arrange for suitable development opportunities to be provided,
- excellent communication skills,
- to conduct meetings in such a manner that participants feel that they have been dealt with fairly and fully even if the committee's decision has gone against them,
- to manage the committee and ensure that stake holders are aware of its role.

Standards Committee member



You will be **expected to**

- promote and maintain high standards of conduct by councillors and co-opted members,
- monitor and advise members on the observation of the Members' Code of Conduct,
- monitor and review the effectiveness of the Member/Officer and other relevant protocols,
- consider reports from the council's Monitoring Officer on allegations of breaches of the council's Code of Conduct,
- conduct hearings into complaints against councillors where an initial investigation has found a hearing to be warranted,
- carry out the above roles in relation to Parish Councils in the Borough,
- maintain an overview of the council's Whistleblowing Policy,
- demonstrate leadership on governance and ethical standards issues and have exemplary personal behaviour.

You **will need** a knowledge and understanding of

- the role and terms of reference of the committee,
- the Members' Code of Conduct and relevant member protocols,
- regulations and procedures relating to the conduct of hearings of complaints against individual councillors,
- parish councillor roles and responsibilities.

You **will need** to be able to

- understand and interpret complex regulation and procedures,
- act objectively on the basis of evidence.

Audit Committee member

You will be **expected to**

- review the effectiveness of the council's internal audit procedures,
- oversee arrangements for both internal and external audit of the council's accounts and records,
- ensure that effective and transparent governance arrangements are in place and that resources are used effectively,
- review the council's Risk Management Policy and contribute to the committee's role in ensuring that adequate controls are in place to mitigate risks,
- approve policies in relation to compliance with the Data Protection Act and Regulations made under the Act,
- consider any specific matters which have been the subject of an audit report,
- review the council's Financial Regulations and Financial Procedure Rules,
- monitor the council's Anti- Fraud, Corruption and Bribery, Whistleblowing, Gifts and Hospitality and Registering Interests and Anti- Money Laundering policies,
- consider key audit documents and systems, including:
 - the council's Annual Internal Audit Plan and progress reports,
 - Management Representation Letter, Annual Audit Letter and any other statutory report of the external auditor,
 - the council's Annual Governance Statement,
 - the council's Statement of Accounts,
 - any internal audit report referred to the committee,
 - the effectiveness and adequacy of any response by an elected member or officer of the council to an internal or external audit,
 - the council's systems of control and arrangements to prevent fraud and corruption.

You **will need** a knowledge and understanding of

- the role and terms of reference of the committee,
- risk management principles, including the identification and minimisation of risks.
- audit principles and good practice,
- the council's audit processes and control systems,
- the council's audit planning process,
- local government finance and the council's financial and accounting systems,
- current guidance issued by the Audit Commission, the Chartered Institute of Public Finance and Accountancy and any other appropriate regulatory body.

You **will need to be able to**

- act objectively on the basis of evidence,
- understand and interpret complex financial and other information and data.

Employment and Appeals Committee member

You will be **expected to**

- review the suitability and fairness of proposed changes to the council's human resource policies and working arrangements and the introduction of new policies,
- consider and make decisions on any matters relating to additions and amendments to the council's human resource policies,
- consider and, if necessary, make recommendations to the council on policies that affect the terms and conditions of employment for council officers,
- consider and, where appropriate, make recommendations to the council on matters relating to pensions and gratuities and retirement pay policy,
- attend the relevant training courses that will permit you to participate in the consideration of appeals against dismissal, grading and grievances by employees.

You will need a **reasonable** knowledge and understanding of

- the role and terms of reference of the committee,
- employment best practice and employee relations,
- the organisational needs of the council,
- the wide range of roles of the workers employed by the council,
- the statutory rights and entitlements of council employees,
- the Local Government Pension Scheme.

You **will need to**

- act impartially and objectively on the basis of guidance provided by the council's advisors on human resources,
- consider matters from a non-partisan / non-political viewpoint,
- take into consideration the operational needs of the council.

Employment Appeals Panel member and chair

The chair will need a knowledge and understanding of the council's Grievance Procedure and the procedures to be followed at the appeal hearing.

All panel members will need

- to have attended relevant training courses which permit you to participate in the consideration of appeals against dismissal, grading and grievances by employees,
- good questioning skills,
- the ability to weigh the evidence submitted by the council's management representative(s) and appellant objectively and impartially on the basis of the guidance provided by the advisor on human resources and arrive at a considered decision.

Committees other than Scrutiny or Regulatory



Chair

You will be **expected to**

- provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making.

You **will need** the following skills and abilities:

- pre-meeting preparation and organisation,
- objectivity,
- chairmanship,
- ability to follow the agenda, progress business effectively and facilitate effective discussions,
- good communication skills,
- sound listening and questioning skills.

You **will need** a knowledge and understanding of

- the role and terms of reference of the committee.

Cabinet / Executive member / Portfolio Holder



You will be **expected to**

- be the principal political spokesperson for the council on the activities within the portfolio,
- give political direction on the areas of activity included within the portfolio,
- gain the respect of relevant officers and to provide support to officers in the implementation of programmes within the portfolio,
- provide leadership on activities included within the portfolio,
- be accountable for choices and performance in the portfolio,
- have an overview of the performance management, efficiency and effectiveness on services and activities covered by the portfolio,
- make executive decisions within the portfolio,
- work with officers to formulate policy documents both strategic and statutory,
- ensure that the political will of the majority is carried to and through the Cabinet,
- provide assistance in working up and carrying through a strategic work programme both political and statutory,
- carry out consultations with stakeholders as required,
- submit a progress report to each ordinary meeting of the full Council and respond, in accordance with the Council Procedure Rules, to questions and comments,
- report as appropriate to the Leader, Cabinet, appropriate Overview and Scrutiny committees, regulatory bodies and the media,
- be the principal political spokesperson for the portfolio,
- provide information to and attend meetings of Overview and Scrutiny Committees or Task Groups, if requested,
- to show an interest in and support for the portfolios of other Cabinet members,
- to recognise and contribute to issues which cut across portfolios or are issues of collective responsibility,
- to give leadership to local partners in the pursuit of common aims and priorities,
- to negotiate and broker in cases of differing priorities and disagreement,
- to act as a leader of the local community by showing vision and foresight .

You **will need** a knowledge and understanding of

- the law, national policy framework, and current issues relating to the services and activities included within the portfolio,
- the council's strategy, policies, priorities, operations and activities,
- relevant issues and who to involve in decision making,
- Knowledge of council and national objectives.

You will need

- leadership skills,
- public speaking skills,
- good presentation skills,
- high level communication and reporting skills,
- the ability to persuade others,
- to be able to present to others,
- to exercise strategic awareness and judgement,
- to constructively challenge decisions and suggest alternatives,
- confidence and ability to contribute to discussion and resolution of cross cutting and collective issues,
- Inter-personal skills and teamwork,
- adaptive leadership skills,
- negotiation and brokerage skills,
- creative and lateral thinking skills,
- forward planning skills.

Lead Member supporting the Cabinet

The Leader can appoint Lead Members who have special responsibilities that cut across portfolios.

You will be expected to

- maintain knowledge and awareness of current activities and developments in relation to your portfolio,
- liaise with Cabinet and the responsible officer contact in the implementation of programmes within the portfolio,
- communicate and represent to Cabinet, the views of non-Executive Councillors on all matters relating to your portfolio,
- assist Cabinet in promoting the efficient and effective delivery of the relevant services within the approved budgets,
- provide any other assistance, advice and support members of the Executive may from time to time require,
- respond to and assist the Overview and Scrutiny Committee or task groups as required,
- submit progress reports to ordinary meetings of the Full Council in rotation with other Lead Members and respond to questions and comments.
- report to the Executive when required,
- if requested by the Executive, lead for the council politically and publicly on your portfolio in external dealings and relationships, including with the media.

Leader of the Council (and Deputy Leader)

You will be expected to

- be a political figurehead for the Council and to be the principal political spokesperson for the Council,
- provide leadership in building a political consensus around council policies
- form a vision for the Council and community,
- provide strong, clear leadership in the co-ordination of policies, strategies and service delivery,
- assign Cabinet members to Portfolio roles,
- designate the Deputy Leader,
- allocate roles to Lead Members,
- maintain a list setting out responsibilities for Executive functions,
- represent the Authority to a high standard,
- be a strong, competent and eloquent figure to represent the Council both within the Borough, the County and at external bodies,
- provide leadership and support to local partnerships and organisations,
- represent the Council in regional and national bodies as appropriate,
- ensure the effective running of the Cabinet,
- ensure the work of the Cabinet meets national policy objectives,
- advise and mentor other Cabinet members in their work,
- chair meetings of the Cabinet in line with the Constitution,
- work closely with other Cabinet members to ensure the development of effective council policies, the budgetary framework for the Council, and the delivery of high quality services to local people,
- accept collective responsibility and support decisions made by the Cabinet once they have been made,
- liaise with the Chief Executive, Corporate Directors, and other appropriate officers, on a regular basis,
- chair meetings of the Management Board,
- work with employees of the Council in relation to the strategic vision and direction of the Council, the management roles of officers and the development of policy issues,
- give leadership to local partners in the pursuit of common aims and priorities,
- negotiate and broker solutions in cases of differing priorities and disagreement,
- act as a leader of the local community by showing vision and foresight.

Deputy Leader

- To fulfil the duties of the Leader in his or her absence,
- To assist the Leader in specific duties as required.

You will need

- knowledge of community strengths, areas of improvement and key issues.
- an understanding of the relationship between national and local politics,
- a good strategic awareness of issues facing the Council,
- An understanding of the Council's strategy, policies and operations,
- Good inter-personal, communication skills and leadership skills,
- an understanding of the provisions in the Constitution for the allocation of responsibilities to Cabinet Members,
- an ability to promote and develop team working,
- to appraise, guide and mentor senior members,
- high level communication skills to communicate to the media, local community and wider audience,
- good public speaking skills,
- an understanding of the Cabinet Procedure Rules,
- chairing skills, including encouraging participation from all members,.
- a knowledge and understanding of national policy objectives,
- an overview of the work being carried out by Cabinet members,
- the ability to constructively challenge decisions and suggest alternatives,
- an understanding of the roles and responsibilities of the Managing Director and other officers,
- commitment to partnership working,
- adaptive leadership skills,
- negotiation and brokerage skills,
- creative and lateral thinking skills,
- forward planning skills.



Mayor (and Deputy Mayor)

The council's current convention is to offer the role of Mayor to the longest serving councillor who has not previously served in that role. The Mayor nominates the councillor he/she would like to serve as Deputy Mayor.

You will be **expected to**

- as the ceremonial head of the council, to be non-political and uphold the democratic values of the council,
- represent the council at civic and ceremonial functions,
- attend local community events and engagements in response to invitations,
- help organise and to attend fund raising events in support of a nominated charity,
- represent the authority to a high standard at local, county, regional, national events,
- preside over local meetings which are chaired by the Mayor,
- preside over meetings of the council, so that its business can be carried out efficiently, effectively and fairly,
- ensure the council conducts its meetings in line with the council Procedure Rules in Part 4 of the council's Constitution,
- ensure that the Constitution is adhered to and, if necessary seek the advice of the Chief Executive, the Monitoring Officers and/or the Chief Financial Officer and to rule on the interpretation of the Constitution.

You **will need**

- good inter-personal skills,
- good public speaking skills,
- an in-depth understanding of the role of the Mayor,
- chairing skills, to ensure business is carried out efficiently, effectively and fairly,
- an understanding of the council Procedure Rules,
- an understanding of the council's Constitution,
- an understanding of when to seek the advice of Chief Executive, the Monitoring Officer and/or the Chief Financial Officer on issues relating to the Constitution,
- an understanding of the roles of officers, members and different agencies,
- respect for, and desire to work with, different groups and individuals,
- knowledge and understanding of the members Code of Conduct and the member/officer Protocol,
- knowledge and commitment to the principles of high standards in public life.

The role of the Deputy Mayor is

- to fulfil the duties of the Mayor in his or her absence,
- to assist the Mayor in specific duties as required.

This page is intentionally left blank



Report of:	Meeting	Date
Councillor Michael Vincent, Leader of the Council and Rebecca Huddleston, Chief Executive	Council	20 April 2023

Membership of Committees

1. Purpose of report

- 1.1 To enable changes to be made to the membership of committees for the remainder of the 2022/23 Municipal Year.

2. Outcomes

- 2.1 Effective arrangements to carry out the Council's non-executive decision making and advisory functions.

3. Recommendations

- 3.1 That the revised political balance calculations following the decision by Councillor Williams to join the Conservative Group, as set out in 5.2, resulting in a total allocation of 60 seats to the Conservative Group, 13 seats to the Labour Group, four seats to the Wyre Alliance Group and three seats to the Wyre Residents Groups, be noted.
- 3.2 That a Wyre Alliance Group allocated seat be removed from the Licensing Committee.
- 3.3 That an allocated seat be given to the Conservative Group and Councillor Williams be appointed to the Licensing Committee as a Conservative Group member for the remainder of the 2022/23 Municipal Year.
- 3.4 That following discussion with the group leaders of Wyre Alliance and Wyre Residents Groups, Councillor Fairbanks retains her allocated seat on the Employment and Appeals Committee.

4. Background

- 4.1 On 4 April 2023 the Leader of the Council informed the Chief Executive that Councillor Williams had resigned from the Wyre Alliance Group and

would join the Conservative Group on 18 April 2023. As a consequence, a change needs to be made to the membership of committees, in order to comply with the political balance rules.

5. Key issues and proposals

5.1 Section 15 of the Local Government and Housing Act 1989 requires that the allocation of places on non-executive Committees of the Council must be allocated on the following criteria:

- (a) that all seats on a body are not allocated to the same Political Group;
- (b) that the majority of seats on a body is allocated to a particular Political Group, if the number of persons belonging to that Group is the majority of the Authority's membership;
- (c) subject to paragraphs (a) and (b) above, that the number of seats on the ordinary Committees of a relevant Authority which are allocated to each Political Group bears the same proportion to the total of all the seats on the ordinary Committees of that Authority;
- (d) subject to paragraphs (a) - (c) above, that the number of seats on a body which are allocated to each Political Group bears the same proportion to the number of all seats on that body as is borne by the number of members of that Group in membership of the Authority.

5.2 The overall political composition of the Council is now: 37 Conservative Members, eight Labour Members, two Wyre Alliance Members, two Wyre Residents Members and one Independent Member (who is not entitled to a seat on any committee). For the purposes of political balance, the proportion of seats to be allocated to the groups are therefore calculated as follows:

Conservative	37 Members	75.51%
Labour	8 Members	16.33%
Wyre Alliance	2 Members	4.08%
Wyre Residents	2 Members	4.08%
<hr/>		
Total	49 Members	100%

5.3 There are a total of 80 seats available on the Committees appointed by the Council. The application of the calculations in paragraphs 5.1 and 5.2 leads to an overall allocation of 60 seats to the Conservative Group (an increase of one) and 13 seats to the Labour Group (no change). The calculations indicate that seven seats should be allocated between the Wyre Alliance and Wyre Residents Groups. Following discussions with the group leaders, it has been agreed that the seat on the Employment and Appeals Committee remain allocated to the Wyre Alliance Group until the election on 4 May 2023.

- 5.4 Councillor Rushforth has not been allocated any seats, because a single member does not constitute a 'group' under the provisions of the Local Government and Housing Act 1989.
- 5.5 The full breakdown of allocated seats on committees is attached at Appendix 1 with the political balance calculations.
- 5.6 Approval of the recommendations set out in paragraphs 3.1 to 3.4 will enable these proposals to be implemented and compliance with the legal requirements to be met.

Financial and legal implications	
Finance	As part of the Members Allowances Scheme, Group Leaders receive a Special Responsibility Allowance (SRA), calculated as $n/50 \times$ basic allowance, where n = number of members in the group. Owing to the reduction in members of Wyre Alliance and the increase in members of the Conservative Group, the SRAs for these groups will change. The Conservative Group Leader would be eligible for a proportionate annual share totalling £3,363.30 (with 37 members) and the Wyre Alliance Group Leader would see a reduction, now totalling £181.80 (with two members). The impact on the budget is a net nil.
Legal	The proposals in this report are in accordance with legal requirements, as referred to in section 5 of this report. Section 17 of the Local Government and Housing Act 1989 does allow for a divergence from a literal interpretation of the calculation rules, but only if any such proposals are agreed by the Council without any member voting against.

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	x
ICT	x
data protection	x

Processing Personal Data

In addition to considering data protection along with the other risks/ implications, the report author will need to decide if a 'privacy impact assessment (PIA)' is also required. If the decision(s) recommended in this report will result in the collection and processing of personal data for the first time (i.e. purchase of a new system, a new working arrangement with a third party) a PIA will need to have been completed and signed off by Data Protection Officer before the decision is taken in compliance with the Data Protection Act 2018.

report author	telephone no.	email	date
Marianne Unwin	01253 887236	Marianne.Unwin@wyre.gov.uk	12/04/2023

List of background papers:		
name of document	date	where available for inspection
None	-	-

List of appendices

Appendix 1: Revised Political Balance Calculations 2022/23

Political Balance Calculations - Revised 2022/23

at 18 April 2023 %

Political Composition

Conservatives	37	75.51%
Labour	8	16.33%
Wyre Alliance	2	4.08%
Wyre Residents	2	4.08%
Total Members	49	100.00%

Independent 1

Committee/Panel

Committee/Panel	No. of Seats	Conservative	Labour	Wyre Alliance	Wyre Residents	Total
Council	50					
Cabinet	6					
Places to which Political Balance Rules statutorily apply:						
Planning	14	10.6	2.3	0.6	0.6	14.0
Licensing	14	10.6	2.3	0.6	0.6	14.0
O&S	14	10.6	2.3	0.6	0.6	14.0
Audit	14	10.6	2.3	0.6	0.6	14.0
Employment and Appeals	10	7.6	1.6	0.4	0.4	10.0
Senior Officer Disciplinary	4	3.0	0.7	0.2	0.2	4.0
Senior Officer Appointments	4	3.0	0.7	0.2	0.2	4.0
Standards	6	4.5	1.0	0.2	0.2	6.0

Total Places to which Political Balance Rules Statutorily Apply-Rounded

Total Places to which Political Balance Rules Statutorily Apply-Unrounded

Places to which Political Balance Rules do not statutorily apply:

Councillor Development	12	9	2	0	0	12
Planning Policy	12	9	2	0	0	12

Adjustment Required to.....				Final Allocations.....				
Conservative	Labour	Wyre Alliance	Wyre Residents	Conservative	Labour	Wyre Alliance	Wyre Residents	Total
			-1	11	2	1	0	14
				11	2	0	1	14
			-1	11	2	1	0	14
	-1			10	2	1	1	14
	-1	1		7	2	1	0	10
				3	1	0	0	4
				3	1	0	0	4
	-1		1	4	1	0	1	6
				60	13	4	3	80
				75.00%	16.25%	5.00%	3.75%	

This page is intentionally left blank



Report of:	Meeting	Date
Chairman of Overview and Scrutiny Committee (Cllr John Ibison)	Council	20 April 2023

Overview and Scrutiny Committee: Annual Report 2022/23

1. Purpose of Report

1.1 To inform Council about the work that the Overview and Scrutiny Committee has undertaken since the last annual report submitted on 14 April 2022.

2. Recommendation

2.1 That the report be noted.

3. Background

3.1 The Annual Report details the work of the Overview and Scrutiny Committee and their main activities for the municipal year. The report is designed to inform all councillors and residents of this work in an accessible and engaging format.

3.2 Since the last Annual Report to full Council, the Overview and Scrutiny Committee has met on seven occasions.

3.3 This report highlights the key projects and activities of the Committee and therefore does not provide an exhaustive list of all meetings, discussions, or recommendations that occurred this year. Reports, agendas and minutes of each meeting can be viewed on the public website [here](#).

3.4 The Overview and Scrutiny Annual Report is attached at Appendix 1.

Financial and legal implications	
Finance	There are no financial implications associated with this report.
Legal	There are no legal implications associated with this report.

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	x
ICT	x
data protection	x

Processing Personal Data

In addition to considering data protection along with the other risks/ implications, the report author will need to decide if a 'privacy impact assessment (PIA)' is also required. If the decision(s) recommended in this report will result in the collection and processing of personal data for the first time (i.e. purchase of a new system, a new working arrangement with a third party) a PIA will need to have been completed and signed off by Data Protection Officer before the decision is taken in compliance with the Data Protection Act 2018.

report author	telephone no.	email	date
Marianne Unwin, Democratic Services Officer	01253 887326	Marianne.Unwin@wyre.gov.uk	14/03/2023

List of background papers:		
name of document	date	where available for inspection
None		

List of appendices:

Appendix 1 – Overview and Scrutiny Annual Report 2022/23



**OVERVIEW AND
SCRUTINY
COMMITTEE
ANNUAL REPORT**

This document can be made available in other formats. For more information please contact democratic.services@wyre.gov.uk or telephone (01253) 887326.

CONTENTS

Chairman’s foreword	2
Scrutiny at Wyre	3
Scrutiny in numbers 2022/2023	5
Key activities 2022/23	9
External scrutiny commitments	17
Current and future work programme	18
Ways to get involved	19

CHAIRMAN'S FOREWORD



Overview and Scrutiny Committee Chairman: Councillor John Ibison

“The Annual Report provides a recap of some of Overview and Scrutiny's major accomplishments from the last year.

Overview and Scrutiny is member-led and evidence based. It is crucial that the work being scrutinised concentrates on strategic corporate goals and creating a difference for Wyre residents. Once again, we have hosted a successful work programme workshop in February 2023. From these suggestions, based on a review of the Business Plan, the Overview and Scrutiny Committee Work Programme for 2023/24 has been submitted to the April meeting for approval.

I would like to express my gratitude to everyone who has contributed to and helped support Scrutiny during the past year. Additionally, I want to express my gratitude to all of the knowledgeable witnesses who have supported scrutiny's work over this period. Their participation enriches Scrutiny's activities with expertise, inspiration and enthusiasm.

Many thanks,

John Ibison (Chairman of the Overview and Scrutiny Committee).”

SCRUTINY AT WYRE

The scrutiny function acts on behalf of the community to improve services and decision-making inside and outside the council. This is achieved through in-depth task group reviews, evidence sessions on a topic or questions to service providers, Cabinet members or partners. The function is supported by a dedicated Democratic Services team and senior and specialist officers across the council which has helped develop a strong scrutiny culture and adds value to the work of the council.

Wyre Council's Overview and Scrutiny Committee has embedded the four principles of good scrutiny, articulated by the Centre for Governance and Scrutiny, in all its work. These are:

- Provide constructive “critical friend” challenge
- Amplify the voice and concerns of the public
- Be led by independent people who take responsibility for their role
- Drive improvement in public services

Structure of Scrutiny:

Page 302



Committee membership 2022/23:

- 14 members of the council
- 11 Conservative councillors, 2 Labour councillors, and 1 Wyre Alliance councillor
- On 6 June 2022, Councillor Ibison was re-elected as the Chairman of the committee and Councillor Peter Le Marinel was elected as Vice Chairman

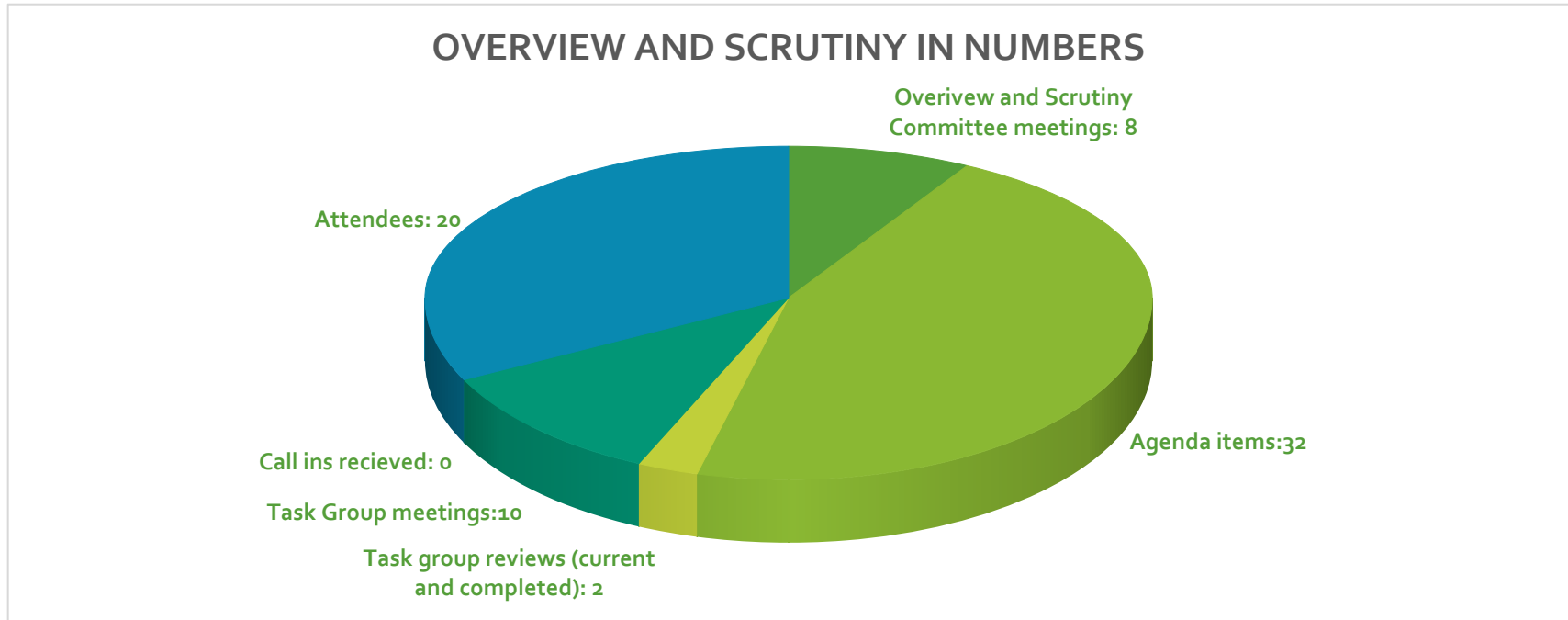
Functions:

The committee will discharge the functions conferred by Section 21 of the Local Government Act 2000 or Regulations under Section 32 of the Local Government Act 2000.

In addition, the committee will, as per the Constitution:

- assist the Council and the Cabinet in the development of its budget and policies, with particular responsibility for Treasury Management;
- challenge the boundaries of existing policies and think creatively about possible new policies or solutions to problems;
- conduct research, community and other consultation and to consider possible options;
- make a positive contribution to the improvement of services;
- liaise with external organisations operating in the area, to ensure that the interests of local people are enhanced by collaborative working;
- review and scrutinise the decisions made by and performance of the Cabinet or individual portfolio holders and by Council officers where decisions have been delegated, both in relation to individual decisions and over time;
- review and scrutinise the performance of the Cabinet in relation to the Council's policy objectives, performance targets and/or particular service areas;
- make recommendations to the Cabinet and/or the Council arising from the scrutiny process;
- undertake the Council's statutory requirements to scrutinise the Crime and Disorder partnership, and;
- consider any Councillor Call for Action (CCfA) submitted to it by the Democratic Services and Scrutiny Manager. If appropriate, the Committee will make recommendations to the Cabinet, in accordance with the procedures set out in the Council's CCfA Scheme (Part 5.09).

OVERVIEW AND SCRUTINY IN NUMBERS



Page 304

Committee meetings:

- Meetings of the full committee meetings are open to the public to attend.
- Each meeting typically lasts 1 – 2 hours.
- The committee meets at eight times a year, usually on Monday evenings.

Attendance (Maximum of seven meetings as of 20 March 2023):

- Councillor Ian Amos - 6
- Councillor Sir Robert Atkins - 7
- Councillor Howard Ballard - 3
- Councillor Peter Cartridge - 7
- Councillor Emma Ellison - 6
- Councillor Rob Fail - 7

- Councillor John Ibison - 7
- Councillor Andrea Kay - 5
- Councillor Peter Le Marinel - 7
- Councillor Paul Longton - 7
- Councillor Kenneth Minto - 1
- Councillor David O'Neill - 2
- Councillor Matthew Vincent - 4
- Councillor Elizabeth Webster - 6

Other Attendees:

- Councillor David Henderson (former Leader of the Council)
- Garry Payne (Chief Executive) x 2
- Marianne Hesketh (Corporate Director Communities) x 2
- Diane Gradwell (Chief Executive Citizens Advice Services West Lancashire)
- Carl Green (Head of Engineering Services)
- Councillor Roger Berry (Neighbourhood Services and Community Safety Portfolio Holder)
- Hilary Fordham (Integrated Place Leader for Lancashire North)
- Dr Adam Janjua (Clinical Director Place)
- Councillor Michael Vincent (former Resources Portfolio Holder)
- Clare James (Corporate Director Resources and Section 151 Officer)
- Councillor Michael Vincent (Leader of the Council)
- Martin Wyatt (Wyre Neighbourhood Inspector)
- Neil Greenwood (Head of Environmental Health and Community Safety)
- Emma Lyons (Communications and Visitor Economy Manager) x 2
- Mark Broadhurst (Head of Housing and Community Services)
- Councillor Bowen (Leisure, Health and Community Engagement Portfolio Holder) x 2

Agenda items:

- Election of Chair for the municipal year 2022/23
- Election of Vice Chair for the municipal year 2022/23
- An update on Covid-19 response – learning to live with the virus
- Review of the implementation of the recommendations of the Tourism Recovery Task Group – interim update report
- Business Plan 2021/22, Quarterly Performance Statement (Quarter 4: January – March)
- State of Wyre Report 2021
- O&S Work Programme 2022/23 – update and planning x 8
- Annual update regarding the work of the Lancashire County Council Health and Adult Services Scrutiny Committee
- The annual Quality Account for 2021/22 North West Ambulance Service – Information item
- Review of the implementations of the recommendations of the Citizens Advice Lancashire West Task Group – one year on
- Review the implementations of the recommendations of the Residents Parking Permit Scheme Task Group
- Update report on the Hillhouse Technology Enterprise Zone
- Business Plan 2022/23, Quarterly Performance Statement (Quarter 1: April – June)
- Annual update from the Lancashire and South Cumbria Integrated Health and Care Board
- Fees and Charges – draft
- Business Plan 2022/23, Quarterly Performance Statement (Quarter 2: July – September)
- Promoting Health, Self-Care and Social Prescribing in Wyre Task Group scoping document for review
- Tackling Youth Anti-Social Behaviour in Wyre Task Group – draft report
- Business Plan 2023/24 – detailed review
- Internal Staff Covid-19 Task Force – structured debrief report
- Wyre Community Safety Partnership – annual scrutiny review
- Review of the implementations of the recommendations of the Tourism Recovery in Wyre Task Group – one year on
- Business Plan 2022/23, Quarterly Performance Statement (Quarter 3: October – December)
- Planned Maintenance and Investment Projects Schedule - 2023/24
- O&S Work Programme 2023/24 – planning

Task Group reviews current and completed:

- Tackling Youth Anti-social Behaviour in Wyre Task Group (completed)
- Promotion of Self-care and Social Prescribing in Wyre Task Group (current)

The committee reviewed the progress of the implementation of recommendations, which had been accepted by Cabinet, of the following reviews:

- Citizens Advice Lancashire West Task Group
- Parking Permit Scheme Task Group
- Tourism Recovery in Wyre Task Group

Training completed:

The members of the Overview and Scrutiny Committee have been invited/booked to the following sessions in 2022/23:

- North West Employers Strategic Scrutiny Network meetings
- LGIU Understanding Strategic Thinking
- In house Mid Term Financial Plan training
- Centre for Governance and Scrutiny (CfGS) financial scrutiny webinar
- In house O&S Work Programme Workshop

KEY ACTIVITIES 2022/23

The committee's work has focused on the delivery of the annual Overview and Scrutiny Work Programme. The committee's Work Programme has remained sufficiently flexible to accommodate other issues as and when they have arisen.

Some of scrutiny's key activities over the last municipal year include:

Annual Work Programme Workshop

The Overview and Scrutiny Committee attended a Work Programme Workshop on 24 February 2023 to determine possible reviews for the next municipal year (2023/24).

At this workshop, the committee decided on topics taking account of issues of local concern, Wyre Council Business Plan priorities, the suggestions and advice of officers and an agreed prioritisation criteria.

The members came to a consensus on the following review topics:

Page 308

- Leisure Activity Provision (#3 on the priority list, to be discussed summer 2023 following the Wyre Moving More Strategy and Leisure Facilities Strategy)
- Business Model and Commercialisation of council assets (#2 on the priority list, to be discussed early autumn 2023)
- Climate Change Progress (#1 on the priority list but awaiting the council's Climate Change Strategy, to be discussed winter 2023)
- Housing (#4 on the priority list, with Mark Broadhurst to bring a briefing note on energy consumption of existing housing stock to a future meeting)

It was also agreed to have a dedicated meeting in the new municipal year on the draft 2023-2027 Business Plan.

Whilst this workshop helps identify priorities and provide structure for the months ahead, there is flexibility in the work programme and time set aside to regularly revisit the relevance of topics as the local context changes.

The committee found this to be a successful exercise, which they wish to continue. However, numbers of O&S Committee members attending were low and a better turnout is to be encouraged next time.

Youth Anti-Social Behaviour in Wyre Task Group

For many years, the Overview and Scrutiny Committee has identified Anti-social Behaviour (ASB) as a topic for future review. The Community Safety Annual Report for 2020 explained that since the beginning of the Covid-19 pandemic in March 2020, reports of ASB had significantly

increased in Wyre; however, towards the end of 2021 ASB incidents in Wyre seemed to be returning to pre-pandemic levels. The committee found that a potential risk of reviewing ASB was that the remit may become too broad and the size of the project would limit the quality of the work. For their review to have an impact, members realised that it needed to be focused and meaningful. For that reason, following assistance from officers, they decided to commission a task group to focus on youth ASB only.

As confirmed at the Work Programme Workshop, the Overview and Scrutiny Committee agreed to commission a task group on youth anti-social behaviour. The review was carried out over seven meetings held on 30 March, 21 April, 25 May, 12 July, 2 August, 3 October and 20 October 2022.

The purpose of the review was to protect residents and to strive for lower levels of youth ASB in the community, it is therefore essential that the council consider the use of all available tools and powers.

The aims for the review were as follows (as per the Scoping Document):

1. To understand the causes and scale of youth ASB in Wyre and the impact of the Covid-19 pandemic on the increase of incidents.
2. To explore the impact of ASB on:
 - The community
 - Council owned assets
 - The Police
 - Businesses, and
 - Community groups
3. To review the council's current ASB policies and procedures.
4. To assess the effectiveness of the mechanisms for how the authority responds to and deals with ASB, including the community trigger.
5. To examine the effectiveness of multi-agency partnership working such as the Community Safety Partnership, in so far as it affects youth ASB.
6. To make succinct recommendations to Cabinet on what more the council can do to help reduce youth ASB in Wyre

After substantial research and hearing evidence from multiple expert witnesses, the group agreed eight recommendations that went to Cabinet for review on Wednesday 11 January 2023. The following recommendations (numbered as per the report) were accepted:

3.1 That the council continue to develop closer working relationships with organisations such as schools across Wyre to communicate the council's role with youth anti-social behaviour (ASB) and continue to try to expand it.

3.2 That the council make enquires with external organisations to consider running and financing a revival of a project where the high schools across Wyre, including pupil referral units, create drama productions on key community safety topics such as youth ASB as the council alone did not have the resources.

3.4 That the council continue to work with partners to obtain external funding to continue such diversionary activities for young people as the boxing project in Fleetwood and consider expanding such projects for a more universal appeal. (Subject to a change in the wording and to include the following "finance being obtained externally".)

3.5 That the council continue to promote how residents can report incidents of ASB. Councillor Berry added that it is important that ASB was reported to the police using the 101 call line or the online reporting system and that, in addition and not instead, residents could report ASB to the council.

3.6 That the council replicate the work of Garstang Town Council in providing councillors with a guide on reporting ASB to relevant authorities and how to share this information with local residents and that a future pre-council briefing slot be scheduled on this topic following the election in May 2023.

3.8 That the Overview and Scrutiny Committee review the implementation of the recommendations agreed by Cabinet after 12 months.

In response to Recommendation 3.3 relating to the proposed formation of a Wyre Council Youth Forum, Councillor Berry said that Cabinet could not accept this as it raised issues much wider than dealing with Youth ASB. Those issues would include the forum's responsibilities and remit, rules of procedure and its governance in addition to questions of the financing and administration of such a forum, which prevented taking it forward within the context of the task group's report.

With regard to Recommendation 3.7, Councillor Berry advised that Cabinet could not accept it as the council was currently awaiting advice from external partners about the possible upgrading of the CCTV system including re-deployable cameras. Cabinet would then need to take a decision on whether to approve the upgrade and, if agreed, decide on its form and extent and the means of finance. He said that Ring Doorbell cameras for identified victims of youth ASB would require external funding and that he understood that the police had applied to the Lancashire Partnership Against Crime for that funding.

The final report of this task group and the full minutes for the Cabinet meeting can be found on the Wyre Council website here:

<https://wyre.moderngov.co.uk/ieListDocuments.aspx?CId=136&MId=1736&Ver=4>

Tourism Recovery in Wyre Task Group (implementation of recommendations update)

The Overview and Scrutiny Committee have continued to monitor the implementation of accepted recommendations arising from the task group’s findings. The implementation of the recommendations was reviewed at the 6 June 2022 and 27 February 2023 committee meetings.

Recommendations progress update:

Recommendations	Progress update
<p>Recommendation 1 – That the council concentrates on the promotion of Wyre as a tourist destination.</p>	<p>The new communications plan includes a new Visitor Economy Campaign.</p> <p>Appointment of a part-time marketing officer for tourism. This officer is responsible for all aspects of tourism promotion for Wyre. The communications and visitor economy team is now responsible for the social media accounts for Discover Wyre and regularly share posts about what’s on in the area and what attractions we have. They have also launched a We are Wyre campaign to create an identity which outlines what Wyre is all about – beautiful coastlines, amazing countryside, family friendly, accessible and more. They have started to produce video reels to increase engagement on the council’s Instagram profile.</p> <p>They have utilised the video and photography that we commissioned across our digital media and will use this in a range of print planned for next year.</p> <p>They have launched the new AR trail for Cleveleys and the festive trail for Fleetwood and will promote any further trails that are introduced.</p> <p>They are also working on a new visitor guide for Wyre and a printed range of itineraries for key attractions and things to do in Wyre around a number of themes e.g. family friendly activities, accessible Wyre, places to walk etc. The great outdoors campaign, including the printed brochure and online events is also being promoted to encourage visitors to enjoy Wyre.</p> <p>They also continue to promote Wyre’s visitor attractions including markets and theatres to increase visitor numbers.</p>

<p>Recommendation 2 – That the Discover Wyre website be brought in-house.</p>	<p>The old website was taken down and the new website was launched in summer 2022.</p>
<p>Recommendation 3 – That improvements be made to the Discover Wyre website and for it to concentrate on promoting the individual towns within the borough, ensuring all areas are covered equally.</p>	<p>Following a new content plan, the new website includes a focus on the town centres, which will feature on the homepage.</p> <p>A new What’s on area has been created to showcase events across the borough plus our own Great Outdoors calendar, Garstang Walking Festival and Wyre’s theatre shows.</p>
<p>Recommendation 5 – That a digital marketing strategy for the council’s various digital platforms be created, in order to benefit the wider tourism strategy. In addition, report the defined objectives of his strategy back to the Overview and Scrutiny Committee.</p>	<p>A campaign plan has been developed for the visitor economy campaign.</p>
<p>Recommendation 6 – That there is a continued collaborative working relationship between the Tourism, Events and Communication teams.</p>	<p>The new Communications and Visitor Economy Team has been in place since December 2021 and is working really well. Together the team has put on a number of events for local people and visitors including the Queen’s Jubilee, free theatres shows across Wyre, ‘Creatival’ and events at Fleetwood Market.</p>
<p>Recommendation 10 – To explore options that will enhance the Civic Centre, including the Members Lounge, to make it more attractive venue for weddings and other events.</p>	<p>There is a small budget set aside to undertake decoration of the Members Lounge. Owing to limited staffing capacity it will be actioned during 2023/24.</p>

Citizens Advise Lancashire West Task Group (implementation of recommendations update)

The Overview and Scrutiny Committee have continued to monitor the implementation of accepted recommendations arising from the task group's findings. The implementation of the recommendations was reviewed at their meeting held on Monday 5 September 2022.

Recommendations progress update:

Recommendations	Progress update
Recommendation 1 - The Cabinet wholeheartedly support the continuation of Wyre Council working with Citizens Advice Lancashire West (CALW).	Following the task group's report, Cabinet agreed to enter into a three-year service level agreement with Citizens Advice Lancashire West (CALW) for the provision of welfare advice services in the borough until 31 May 2024 at a cost of £30,000 per annum.
Recommendation 2 - That the council explore the feasibility of a trial into the Digital Service Hub proposed by CALW. The group recommends that this be included in any negotiations with CALW to advise on the best location for such a service.	Cabinet agreed to participate in a trial of digital service kiosks at a number of locations in Wyre at a cost of £8,000, however, there had been a delay in the implementation of the trial. The work was halted due to the sudden death of the Services Manager, Guy Simpson, who was leading the project and other staff illness. The pandemic had also put added pressure on CALW in-house IT team to manage the online service; however, the trial was still something they wished to develop in the future.

Page 313

Integrated Care Board (ICB) update

Hilary Fordham, the Integrated Place Leader for Lancashire North, and Dr Adam Janjua, Clinical Director Place from the NHS Integrated Care Board attended the meeting held on Monday 17 October 2022 to submit answers to questions posed by members of the committee and provided members with a verbal update on the Integrated Care Board structure.

Hilary Fordham asked the committee if they would suggest that a senior Wyre Council officer be part of the discussion and thinking regarding what the Lancashire Place-Based Partnership should look like, how it should operate and what the support in each of the 3 'sub-places' should be. The committee welcomed this proposal and recommended for this question be passed to the relevant officers for discussion. Following this meeting it was confirmed that the Head of Housing and Community Services attend the meeting.

Promoting Self-Care and Social Prescribing Task Group

Following the discussions at the ICB update meeting held on Monday 17 October 2022, the Chairman of the committee proposed that a short, small task group review be set up to look at health and wellbeing in Wyre specifically to review further opportunities for social prescribing. Related council services to be looked at could include disabled facilities grants, care and repair other wellbeing schemes. It was highlighted that these services help alleviate the pressure from residents presenting at health care settings for non-clinical matters. In relation to health and wellbeing, there must be an understanding of what the council's statutory requirements are and the services the council offer. Wyre Council's Business Plan 2019-2023 included a commitment to collaborate with residents and local stakeholders to support and maximise opportunities for improving health and wellbeing across our communities.

At the Overview and Scrutiny Committee meeting held on Monday 21 November 2022, members commissioned the Promoting Self-Care and Social Prescribing Task Group.

This review is currently on-going and once the group have concluded, their recommendations will be presented to Overview and Scrutiny Committee for endorsement and the Cabinet for consideration.

Review of fees and charges 2023/24

At their Monday 21 November 2022 meeting, members were briefed on the proposed fees and charges for 2023/24 and some changes to the current year's fees and charges. There were six areas the committee had particular comments. These were:

- Health and Wellbeing Classes
- Development Control
- Public Conveniences
- Markets
- Room Hire (Civic Centre)
- Leisure Development – Playing Fields

The comments from the committee were fed back to the Management Board when discussing the proposed fees and charges.

Business Plan update

At their Monday 16 January 2023 meeting, The Corporate Director Communities, Marianne Hesketh, submitted a report on the Business Plan updated for 2023. The committee reviewed the refreshed Business Plan and made comments and asked questions regarding:

- The value for money of the leisure centres in Wyre
- The renewable heating of leisure centres and swimming pools
- Measures for the reduction in education, skills and training, employment, income and health deprivation in Lower Layer Super Output Areas in Wyre
- An updated housing needs survey
- Measure for tree coverage across Wyre

After further discussions, the committee made the following proposals for the Chief Executive and Leader of the Council to consider regarding the updated Business Plan:

- That the following action “maximise commercial opportunities and deliver efficiencies” under the heading growth and prosperity be split and displayed as two separate bullet points.
- That the action regarding promoting the responsible use of Wyre’s great outdoors under the environment and climate heading should also be reflected under the growth and prosperity heading.

EXTERNAL SCRUTINY COMMITMENTS

- **Councillors Emma Ellison and Ballard - Chair and Vice Chair of the North West Strategic Scrutiny Network.**

The Strategic Scrutiny Network is part of North West Employers core membership offer and is designed to support councillors in the development of their scrutiny function and role, share good practice and highlight local and national drivers.

- **Councillor Matthew Vincent – Lancashire Enterprise Partnership Scrutiny Committee**

The Lancashire Enterprise Partnership (LEP) is a strategic collaboration between business, universities and local councils, which directs economic growth and drives job creation.

- **Councillor Robinson – Lancashire County Council Health and Adult Services Scrutiny Committee (Co-opt member)**

The Lancashire County Council Health Scrutiny Committee scrutinises matters relating to the planning, provision and operation of the health service in the area, and to review and scrutinise county council Adult Services and Public Health. Statutory responsibility for scrutiny of NHS proposals for a substantial development or variation relating to both adults and children's health in Lancashire. The Committee shall include twelve non-voting Co-opted district council Members. Councillor Robinson attends an annual meeting of Wyre's Overview and Scrutiny Committee and presents a report about the business undertaken by the committee over the past twelve months.

- **Councillors Berry and Le Marinel – The Police and Crime Panel (PCP)**

The Police and Crime Panel (PCP) have the power to scrutinise Police and Crime Commissioner (PCC) activities, including the ability to review the Police and Crime Plan and annual report, request PCC papers and call PCCs and Chief Constable to public hearings. The PCP can also veto decisions on the local precept and the appointment of a new Chief Constable.

CURRENT AND FUTURE WORK PROGRAMME

The Overview and Scrutiny Work Programme is reviewed at every meeting of the committee. All members are invited to make suggestions about potential review topics for inclusion in the Programme. Scrutiny is member-led and without suggestions from councillors about task group topics the Programme will not achieve its purpose.

The future Work Programme will be agreed by the Overview and Scrutiny Committee early in the new Municipal Year although it will continue to have the flexibility to react to issues as they arise.

WAYS TO GET INVOLVED

Overview and Scrutiny Committee welcomes suggestions from councillors and the public regarding issues that could be investigated. The Committee aims to consult with the public, councillors and officers each year and their suggestions are considered for the Annual Work Programme.

There are a number of ways you can get involved in the work of scrutiny at the council:

- Suggesting an issue or topic for scrutiny to look at by writing, emailing or phoning the Democratic Services team.
- Attending a meeting open to the public. Please note that reports may be considered in private if they contain confidential information.
- Consultation and participation – you could be asked for your views on an issue or be invited to provide specialist knowledge you might have by being an expert witness in a scrutiny review.
- Contacting your local councillor on how to get involved.

You can also view Overview and Scrutiny papers on Wyre's public website, which include meeting dates, agendas, minutes, reports and committee membership via <https://wyre.moderngov.co.uk/mgCommitteeDetails.aspx?ID=143> or contacting Democratic Services on democratic.services@wyre.gov.uk.



Report of:	Meeting	Date
Councillor Lesley McKay, Chairman of the Audit Committee	Council	20 April 2023

Audit Committee: Periodic Report

1. Purpose of report

- 1.1 The periodic consideration of the current position on issues being dealt with by the Audit Committee.

2. Audit Committee Meetings

- 2.1 Since the last periodic report, which was discussed at the Council meeting on 14 April 2022, the Audit Committee has met a further four times. The meeting on the 26 July 2022 was cancelled. A link to the website for further details on the reports and minutes is included here:

<https://wyre.moderngov.co.uk/ieListMeetings.aspx?CommitteId=149>

- 2.2 In summary, the following issues and reports have been considered by the Committee:

At the 14 June 2022 meeting:

- Audit Committee Effectiveness
- Annual Internal Audit Report 2022
- Draft Annual Governance Statement 2021/22
- Statement of Accounts (pre-audit training)
- Audit Progress 2020-21 and 2021-22
- External Audit Annual Scale Fee 2021/22 and 2022/23

At the 27 September 2022 meeting:

- Compliance with the Regulation of Investigatory Powers Act 2000 (RIPA)
- Annual Review of the Council's Risk Management Policy
- Statement of Accounts (pre-audit) 2021/22
- Exclusion of the public and press
- Draft Annual Governance Statement 2021/22 – update
- Periodic private discussion with External Audit

At the 15 November 2022 meeting:

- Internal Audit and Risk Management – Progress Report
- Annual Review of Financial Regulations and Financial Procedure Rules
- Annual Review of the Council’s Counter Fraud Policies
- Annual Review of the Council’s Information Governance Policies and Procedures
- Annual Review of the Audit Committee’s Performance
- Appointment of the Council’s External Auditors from 2023/24
- Statement of Accounts (pre-audit) 2021/22

At the 28 February 2023 meeting:

- Annual Review of Audit Committee’s Terms of Reference
- Internal Audit Strategy and Audit Plan Priorities 2023/24
- Annual Review of the Internal Audit Charter
- Status of 2020/21 and 2021/22 Statement of Accounts
- Auditor Appointment from 1 April 2023
- Site Inspections – Audit follow up
- Periodic Private Discussion with the Chief Internal Auditor

The next meeting is scheduled for the 20 June 2023.

3. Key Activities

- 3.1** The three main documents considered by the Audit Committee annually are the Annual Governance Statement (AGS), the Statement of Accounts (SOA) and the Report to those charged with Governance (ISA 260). With the exception of the AGS which was considered and agreed in line with statutory deadlines for both 2020/21 and 2021/22, at the time of writing this report, the Committee have still to approve the final SOA and ISA 260 for both 2020/21 and 2021/22. Delays are primarily owing to a lack of capacity and experienced auditors on the part of the External Auditors. However this has been further exacerbated by changes introduced centrally to how local authorities account for their infrastructure assets.
- 3.2** At the meeting held on 28 February 2023, the external auditors reported that the audit of the 2020/21 and 2021/22 SOA had both still to be finalised. Every effort was being made by them to complete the 2020/21 audit by the end of March 2023 and the 2021/22 audit by Summer 2023.
- 3.3** With regard to the draft AGS for 2020/21 and 2021/22, there were no significant governance issues which needed to be identified in the SOA. However, the AGS for 2021/22 did make reference to internal controls not being followed in relation to a contract procurement and that steps were being taken to resolve the matter. It is expected that the draft AGS for 2022/23 will include further details in relation to this.

4. Attendance

4.1 The table below shows the overall percentage of attendance at the four audit committee meetings referred to in paragraph 2.2.

NAME	TOTAL EXPECTED ATTENDANCE	APOLOGIES INCLUDING ABSENCES	PRESENT	%
A Turner	4	1	3	75
C Baxter	1	0	1	100
C Fairbanks	4	3	1	25
E Webster	4	3	1	25
E Ellison	3	3	0	0
J Ibison	4	0	4	100
J Leech	4	2	2	50
K Minto	4	3	1	25
L McKay	4	0	4	100
L Walmsley	3	2	1	33
M Stirzaker	4	4	0	0
P Longton	4	2	2	50
P Moon	4	1	3	75
R George	4	4	0	0
R Rendell	1	0	1	100
T Ingham	4	0	4	100

5. Comments and Questions

5.1 In accordance with Procedure Rule 13.4, any Member of Council will be able to ask a question or make a comment on the contents of this report or any issue, which falls within the Audit Committee's area of responsibility. In accordance with Procedure Rule 13.6 any such comments or questions will be answered accordingly.

Financial and legal implications	
Finance	None arising directly from the report.
Legal	None arising directly from the report.

Other risks / implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	x

risks/implications	✓ / x
asset management	x

equality and diversity	x
sustainability	x
health and safety	x

climate change	x
ICT	x
data protection	x

Processing Personal Data

In addition to considering data protection along with the other risks/ implications, the report author will need to decide if a 'privacy impact assessment (PIA)' is also required. If the decision(s) recommended in this report will result in the collection and processing of personal data for the first time (i.e. purchase of a new system, a new working arrangement with a third party) a PIA will need to have been completed and signed off by Data Protection Officer before the decision is taken in compliance with the Data Protection Act 2018.

report author	telephone no.	email	date
Joanne Billington	01253 887372	Joanne.billington@wyre.gov.uk	22 March 2023

List of background papers:		
name of document	date	where available for inspection
None		

List of appendices

None



Report of:	Meeting	Date
Councillor Julie Robinson, Mental Health Champion	Council	20 April 2023

An Update from the Mental Health Champion
--

1. Purpose of report

- 1.1 To provide an update on work conducted and supported by the Mental Health Champion.

2. Background

- 2.1 In a report to Council on 13 May 2021 the Council approved the establishment of a Mental Health Champion.
- 2.2 Councillor Julie Robinson was appointed to the role.
- 2.3 This report provides an overview of some of the work that the Mental Health Champion has supported and engaged with over the last two years.

3. Summary of Activity

- 3.1 District Councils can have a very positive impact and influence on mental health. In my role as Mental Health Champion I have identified the following areas where our council is doing all it can to improve and promote good mental health:

- we support and promote good mental health and wellbeing in the workplace.
- we use our indoor and outdoor assets to good effect in supporting our communities to meet, socialise and support each other when it comes to mental health.
- our sports and leisure services, parks and open spaces, countryside services, our theatres, markets and other venues have all supported and hosted a multitude of events, meetings, clubs and societies supporting good mental health.
- officers have supported and facilitated grant funding opportunities and awards for many local organisations supporting positive mental health, social contact and engagement

- I have seen first-hand services such as housing and community safety where clients with mental health vulnerabilities and complex needs are regularly signposted to mental health support services
- in supporting the planning and delivery of supported housing infrastructure we are helping to plan and provide for the housing needs of those most seriously affected by mental health associated with complex needs or age related mental health conditions such as dementia.

3.2 One of my key achievements has been my own personal role in the establishment of The Over Wyre Men's Shed providing the opportunity for men to connect, talk, create and have fun. Following an article in the Focus Magazine (Green Book), a group of us came together with the aim of helping to create a group. The group has gone from strength to strength and it now meets every Monday at The Shovels Inn, in Hambleton, between 10am to noon. Some great friendships have been created and some very positive stories.

3.3 As Mental Health Champion I am committed to supporting the council in being a good employer with regards to the mental health of staff as well as elected members. The Council promotes positive mental health advice through both the internal mental health first aiders and via our Employee Assistance Programme (EAP). Through the EAP we have People Asset Management (PAM) providing occupational health services to staff including PAM Assist, an employee assistance programme. PAM Assist is a confidential life management and personal support service which is available to staff entirely free of charge. The service remains completely confidential and is designed to support staff in balancing the requirements of work and home life and to help improve general wellbeing. Delivered as a series of half hour one to one sessions, the council also provides a listening service that gives staff a mental health and support service that maximises wellbeing. The sessions are completely confidential and give staff an opportunity to talk to someone independent regarding any stresses or worries both personally and professionally.

3.4 I have seen many instances of the council supporting positive mental health in our community. This has included:

- Where we utilised covid recovery funding to fund a number of new health and wellbeing activities. These included two new beginners exercise classes in Cleveleys and Fleetwood, two new arts and health programmes at Market House Studios in Fleetwood as well as support for LPM Dance to provide two dance sessions for people with long term conditions such as Parkinson's Disease and a class for people with Learning Disabilities in Fleetwood. These classes, as well as helping people to socialise, have led to improvements in mental health and physical activity levels. We used other Covid recovery funding to provide support to the Voluntary, Community, Faith and Social Enterprise Sector. This included projects that provided emotional and

mental health support for residents and helped address social isolation caused by the pandemic.

- Wyre Wheels our very popular cycling sessions for people with disabilities at Memorial Park, Fleetwood. These sessions offer participants the opportunity to ride adapted bicycles including trikes, side-by-sides, hand bikes, quad and wheelchair bikes. The positive impact on the mental health of the participants is a joy to see.
- Events such as the successful Older Persons Festive Fayre at Poulton Community Centre and the Jubilee celebrations that brought people together to socialise and lift the spirits.
- Support for Dementia Awareness Week supporting events and activities that have included reminiscence sessions, creative wellbeing sessions and Fun Arts.

3.5 Looking to the future important work streams for Wyre in the year ahead will be in supporting Lancashire County Council Public Health colleagues in preventing suicide and self-harm across the County and in Fleetwood work is underway aimed at improving mental health outcomes for children and young people in the town. It will be important that the Council continues to engage and support these initiatives.

3.6 In summary, I have seen the key role we play as a District Council in supporting good mental health across all ages in our communities. The health and care system faces clear challenges in addressing the mental health needs of Lancashire and South Cumbria and as opportunities arise we must ensure we continue to engage with the developing Integrated Care System and the Lancashire Place Based Partnership in developing appropriate mental health services for Wyre.

Financial and legal implications	
Finance	There are no financial implications arising from this report.
Legal	There are no legal implications arising from this report

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	✓
equality and diversity	✓
sustainability	x

risks/implications	✓ / x
asset management	x
climate change	x
ICT	x

health and safety	x
-------------------	---

data protection	x
-----------------	---

Processing Personal Data

In addition to considering data protection along with the other risks/ implications, the report author will need to decide if a 'privacy impact assessment (PIA)' is also required. If the decision(s) recommended in this report will result in the collection and processing of personal data for the first time (i.e. purchase of a new system, a new working arrangement with a third party) a PIA will need to have been completed and signed off by Data Protection Officer before the decision is taken in compliance with the Data Protection Act 2018.

report author	telephone no.	email	date
Mark Broadhurst	01253 887433	Mark.broadhurst@wyre.gov.uk	28/03/2023

List of background papers:		
name of document	date	where available for inspection

List of appendices

None