



AGENDA

NOTE: In the case of non-members, this agenda is for information only

- Committee** - **POLICY DEVELOPMENT AND REVIEW PANEL 2**
- Date & Time** - THURSDAY, 28TH FEBRUARY, 2008 AT 10.00 AM
- Venue** - ANGLIA ROOM, THE CONFERENCE SUITE, ELIZABETH HOUSE, DEREHAM

Members of the Committee requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting. If the information requested is available, this will be provided, and reported to Committee.

Panel 2 Members:

Mr C.R. Jordan (Chairman)	Mr M.A. Kiddle-Morris
Mrs J. Ball	Mrs S.M. Matthews
Mr S.G. Bambridge	Mrs L.H. Monument (Vice-Chairman)
Councillor Claire Bowes	Mr D.G. Mortimer
Mr M.J. Griffin	Mrs P. Quadling

PERSONS ATTENDING THE MEETING ARE REQUESTED TO TURN OFF MOBILE TELEPHONES

Committee Services
Elizabeth House, Walpole Loke,
Dereham Norfolk, NR19 1EE

Date: Tuesday, 19 February 2008

PART A

ITEMS OPEN TO THE PUBLIC

	<u>Page(s)</u> <u>herewith</u>
1. <u>MINUTES</u> To confirm the Minutes of the meeting held on 28 November 2007.	1 - 6
2. <u>APOLOGIES</u> To receive apologies for absence.	
3. <u>URGENT BUSINESS</u> To note the Chairman proposes to accept any item as urgent business, pursuant to Section 100(B)(4)(b) of the Local Government Act, 1972.	
4. <u>DECLARATION OF INTEREST</u> Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The Members' Code of Conduct requires that declarations include the nature of the interest and whether it is a personal or prejudicial interest.	
5. <u>NON-MEMBERS WISHING TO ADDRESS THE MEETING</u> To note the names of any non-members wishing to address the meeting.	
6. <u>REVIEW OF COUNCIL WEBSITE</u> Report of the Deputy Chief Executive.	7 - 10
7. <u>ACTION PLAN UPDATE - ALL MEMBERS MATTER PROGRAMME FOR BRECKLAND DISTRICT COUNCIL</u> Report of the Deputy Chief Executive.	11 - 16
8. <u>COUNCILLORS WARD INFORMATION</u> Report of the Deputy Chief Executive.	17 - 26
9. <u>WORK PROGRAMME</u> To consider the work programme.	27
10. <u>DATE OF NEXT MEETING</u> To note that the next meeting will be held on Thursday, 3 April 2008, at 10.00 a.m. in the Anglia Room, Elizabeth House, Walpole Loke, Dereham.	

PROTOCOL

The Working Style of the Policy Development & Review Panels

This document sets out the roles of Members and Officers, and the general principles to be adopted by the Policy Development & Review Panels (PD&RP) overseeing the Panel's mode of operation.

Member Leadership

Members of the Panel will undertake scrutiny topics as directed by the Overview & Scrutiny Commission (O&SC) and will recognise that best practice identifies scrutiny as a Member-led activity. The Panel will expect Cabinet members, to take responsibility for answering their questions about topics which primarily relate to the Council's activities.

A Constructive Atmosphere

Meetings of the Panel will be constructive and not judgmental. Panel recognises and accepts that effective scrutiny is best achieved through challenging and constructive enquiry. People giving evidence at Panel should be given due respect and not made to feel under attack.

Independence

Members of the PD&RP will not be subject to whipping arrangements by the party groups.

Respect and Trust

Meetings will be conducted in a spirit of mutual respect and trust.

Consensus

Members of the Panel will work together and, while recognising political allegiances, will attempt to achieve consensus and agreed recommendations. There will be recognition that the Panel has a primary duty to scrutinise on behalf of the community.

Openness and Transparency

The PD&RP's business will be open and transparent, except where there are sound reasons for protecting confidentiality. The minutes of the Panel's meetings will explain the discussion and debate so that they can be understood by an outside reader.

Impartial and Independent Officer Advice

Officers who advise and support the Panel will give impartial and independent advice, as officers support all members of the Council.

Regular Review

There will be regular reviews of how the scrutiny process is working, and a willingness to change if it is not working effectively.

Programming and Planning

The Panel will have a programme of work assigned by the Overview & Scrutiny Commission. The Panel will be able to suggest additional topics for review through the O&SC for approval in the work programme. Before each topic is commenced, the O&SC will agree the scope of the exercise, what information they will need initially, and which members, officers and external witnesses they wish to see.

Managing Time

The Panel will aim to conclude the business of each meeting in reasonable time. The order of business will be arranged as far as possible to minimise the demands on the time of witnesses. Where possible, members should give advance notice of specific questions being provided at the time of the meeting to save items being deferred.

BRECKLAND COUNCIL

At a Meeting of the

POLICY DEVELOPMENT AND REVIEW PANEL 2

**Held on Wednesday, 28 November 2007 at 10.00 am in
Norfolk Room, The Conference Suite, Elizabeth House, Dereham**

PRESENT

Mr C.R. Jordan (Chairman)
Mrs J. Ball
Mr S.G. Bambridge

Councillor Claire Bowes
Mrs S.M. Matthews
Mrs L.H. Monument (Vice-Chairman)

Also Present

Mr D. Mills

Access and Development Officer, Norfolk
County Council

In Attendance

Julie Britton
Andrew Gayton
David Green
Mark Broughton

- Committee Services Officer
- Historic Buildings Officer
- Project Manager
- Scrutiny Officer

54/07 MINUTES (AGENDA ITEM 1)

The Minutes of the meeting held on 17 October 2007 were confirmed as a correct record and signed by the Chairman.

55/07 APOLOGIES (AGENDA ITEM 2)

Apologies for absence were received from Messrs M Griffin, M Kiddle-Morris and D Mortimer.

56/07 THE BUILT ENVIRONMENT - PROTECTION & LISTING (AGENDA ITEM 6)

Andrew Gayton, the Historic Buildings Officer, had been invited to the meeting to report on the protection and listing of the built environment.

The Chairman stated that the reason he had brought this item to the meeting was because he and the Members of the Panel had very little knowledge of the processes involved with listing and the protection of buildings in the area. He asked whether a register of all the Listed Buildings in the area could be devised for Members' information.

One of the buildings that the Chairman wished to have an update on was Shadwell Park near Brettenham, Thetford.

The Historic Buildings Officer advised that Shadwell Park, which was seen to be a major country house of its time, had been woefully neglected for many years. The 18th century building, originally in three bays, had been extended over time and was now mainly of 19th century architecture. The Victorian Society had stated that this country house fully deserved to be placed in amongst the top ten listed buildings in

Action By

**Andrew
Gayton, Sian
Harland,
Elaine
Wilkes
Andrew
Gayton**

Action By

England. The Historic Buildings Officer explained that the building had been neglected and allowed to deteriorate over the years and was no longer weather tight; Shadwell Park had dry rot and, if left, faced serious structural risk.

The owner had carried out a programme of dry rot treatments which, in the opinion of the Historic Buildings Officer, had been a pointless exercise as the ingress of water had not been stopped. One of the major problems with the building was the roof; the roofscape, in total, contained 12 different roof configurations. The owner had since been persuaded to re-roof the house to eliminate the dry rot and had until July 2008 to carry out the work otherwise further action would be taken.

A Member asked whether English Heritage had been involved. The Panel was advised that English Heritage had expressed the view that it might consider an application if the owner submitted one.

Members felt that it was imperative that the building was conserved and felt frustrated that no-one seemed to be doing anything about it. The Historic Buildings Officer stressed that Shadwell Park had been on the "saved" site for many years and that he had even been approached by a number of interested parties to buy the building. He had tried everything in his power to persuade the owner to sell but to no avail. The Chairman suggested a Compulsory Purchase Order on the building together with 10/15 acres of land. The Council could then sell it on to an interested party who would be willing to spend money on the building and restore it to its former glory. Members were advised that to go down this route would take many years, and would prove a very expensive and complicated exercise.

The Chairman felt that the Council was not doing enough to protect this building and recommended that immediate enforcement action be taken and that a Compulsory Purchase Order be authorised, with no further negotiations, unless the owner offered something tangible. The Panel was reminded that the owner had assured the Council that the remedial works to the building would be carried out and that it would be unreasonable to go down the CPO route at this time. In the interim, the District Valuer could be instructed to look into having the property valued.

In response to a question concerning the cost of reinstating Shadwell Park to its former glory, Members were advised that it had been five years since the last costing was carried out and the cost then had been estimated at £8m. Today's valuation could be in the region of £12m plus the purchase price.

The Chairman had also requested an update on the Guildhall, Dereham.

The Historic Buildings Officer advised that, following further negotiations, the owner had finally appointed an architect to prepare the Listed Building applications. The owner would not be able to sell the converted building until these permissions had been agreed. The Health and Safety Executive had also been called in and had asked for a quarterly update from the Historic Buildings Officer.

Action By

As far as 'local lists' for Members were concerned, the Panel was informed that the Historic Buildings Officer had recently completed a district wide survey of all Listed Buildings; this was an update of the 1984/86 survey that the Department of Culture, Media and Sport (DCMS) had previously compiled. No-one else had carried out a survey of that level. The DCMS had been asked to acknowledge Breckland's updated list but had refused as it had not been compiled by themselves.

What the Council had now was a revised unofficial list, together with photographs, that could be utilised for internal use. The downside to this review had been that it had highlighted the severity of buildings in this area. Out of 1600 buildings in Breckland, 200 of them were now classed as 'buildings at risk' which, unfortunately, was the largest number in the country.

The Historic Buildings Officer then provided Members with information concerning the lack of grant funding.

A Member felt that it would be useful to have details of Listed Buildings in his Ward and of buildings that were not listed but had historic value.

The criteria for a building to be listed and protected were explained. Generally, all buildings built before 1700 were listed, most dated from 1700 - 1840 were also listed, although greater selection was necessary. After 1840, due to the increased stock of buildings, only buildings of definite quality had been listed. Buildings of less than 30 years old were not listed unless they were of outstanding quality and under threat; buildings less than 10 years old could not be listed.

In addition, unlisted buildings within conservation areas were provided with an element of protection as they could not be demolished unless formally approved. Unfortunately, following changes in the legislation from 1997, damaging interventions to traditional buildings - such as the insertion of inappropriate window joinery - could not be controlled unless permitted development rights were to be removed.

In concluding the discussions on this matter, it was

RESOLVED that

- 1) the Overview and Scrutiny Commission be asked to take into account the Panel's views above, and recommend to Cabinet that investigations be made on the best way forward to protect Shadwell Park from further structural damage; and
- 2) a list be compiled of all Listed Buildings in the area for all Members of the Council for information.

57/07 FOOTPATHS AND BRIDLEWAYS (AGENDA ITEM 7)

Mr David Mills, the Countryside Access Development Officer for Norfolk County Council, was in attendance for this item by invitation to provide information and advice in relation to footpaths and bridleways in Breckland. He provided Members with a brief overview of his responsibilities and the areas that he covered. His basic work remit

Action By

was managing and developing a well maintained accessible network and the promotion of access.

Norfolk County Council's Environment and Waste Group developed and managed Norfolk's public rights of way, many promoted routes, and other countryside or woodland access sites.

There were over 2,300 miles of public rights of way in Norfolk. The countryside access network was important for recreation, tourism, the rural economy and health and also formed part of the County's transport network. Well signed and well maintained paths kept the countryside access network clear and helped prevent trespass. Norfolk County Council and land managers were responsible for ensuring that the public rights of way network was accessible.

A public right of way was a route of way over which the public had a legal right to pass and re-pass. All public rights of way were public highways. The land over which the right of way ran was usually private land; the surface of the path was vested in the Highway Authority but the sub-soil was the property of the landowner.

Mr Mills provided Members with the classifications and the legal uses of the different types of public rights of way that were made up as follows:

- 70% footpaths
- 15% bridleway
- 14% restricted byway; and
- 1% cycleway/byway

Public footpaths could be used by people on foot with permitted accompaniments including pushchairs or dogs.

Public bridleways could be used for walking, riding or leading a horse or cycling.

Restricted byways could be used for walking, cycling and horse riding; no motor vehicles were allowed.

A public byway was the same as a restricted byway but motor vehicles were allowed.

From this information, Members then raised a series of questions.

1. *Where did the footpath and bridleway remit fit into Breckland's Healthy Wellbeing initiative?*
2. *How closely did the authority work with landowners?*
3. *Did Norfolk County Council have a 'green bridge' initiative?*
4. *If a Parish or landowner was to gift a piece of land would Norfolk County Council sign it and maintain it?*
5. *Why was it so difficult to get a temporary diversion to an existing footpath?*

In response to the aforementioned questions, Mr Mills advised that the Healthy Wellbeing initiative fell under the Healthy Walks and Opportunities regime. He explained that Norfolk County Council was obliged to consider these issues under the Health and Disability Act and

Action By

met the requirements under the guise of Parish Walks. The Chairman felt that, in some areas, many of the footpaths were in a poor condition and he asked whether more money could be spent on the upkeep of the footpaths. He suggested that the funding for matters of this nature should be included in the Healthy Wellbeing budget.

In response to the second question, Mr Mills explained that his department worked very closely with landowners. A new advisory booklet had been produced for landowners which provided advice on managing public rights of way on their land. Most of the 2,300 miles of footpaths and bridleways in the County passed through farmland. The booklet, which had been supported by the National Farmers Union and the Country Landowners Business Association, explained the responsibilities of farmers together with those of the walkers and riders who used the paths. The booklet reminded farmers of the importance of complying with the law when carrying out agricultural processes. The launch of the information booklet had coincided with the start of Norfolk County Council's annual path cutting contract. During the growing season, contractors acting for the Council would be cutting over 1000 miles of paths. This, combined with the cross field paths that landowners were responsible for maintaining, provided a great path network in the County. Members were informed that the farming and footpaths advice booklet was available to download on Norfolk County Council's website. Norfolk County Council was using a company called Student Force, who were interested in this field of work, and who were looking to further their experience, to follow up this promotional booklet and chase up any landowners who were not complying with the law. Farmers could lose their grant aid from DEFRA if they did not comply with the Right of Way Act.

In answer to question three, Mr Mills was not aware of Norfolk County Council having a 'green bridge' initiative; however, he did assume that such initiatives would be included more frequently in future major development schemes, particularly in Thetford. On another matter, the Chairman questioned the Norfolk County Council's decision, on a recent planning application in Shipdham, not to install any further footpaths along a busy stretch of road. Mr Mills advised that this matter fell directly to the Highway Authority.

A Member referred to the Peddars Way trail and asked what procedure he would have to follow if he felt that it should be extended. In response, the Member was informed that he would have to consult with local landowners to allow for an extension to a footway. Permissive access could be negotiated.

Referring to the fourth question, the Panel was informed that if a landowner was to gift a piece of land, he would be allowing the public to walk on it. It would be classed as a gentleman's agreement. A dedication of land would be much more difficult to obtain. However, there was not much of an incentive for a landowner to gift a piece of land particularly where public liability was concerned.

In response to the final question, Mr Mills advised that the process for moving a footpath was available. However, there was again not much of an incentive for a farmer/landowner to carry this out. If the landowner did decide to create a new path alongside his field as an alternative to the existing footpath, more of his land would be lost due to the

legislation stating that the landowner would still have an obligation to the existing footpath as well as the new one.

The Chairman thanked Mr Mills for attending the meeting.

58/07 REVIEW OF CAR PARKING (AGENDA ITEM 8)

David Green, the Corporate Project Manager gave an update on previous workshops. Although the original approach had been based on the operational remit working under current overarching policies, it was proving to be such a wide subject that the discussions had ended up exploring related topics such as transport studies. These were beyond the current brief and required additional resources; therefore there was a need to assess the most appropriate way for the Panel to continue with car parks improvements.

Due to the above, the Chairman on behalf of the Panel had previously spoken to the Leader of the Council and the matter was to be forwarded to Cabinet for a steer on what further direction this work should take.

59/07 WORK PROGRAMME AND FUTURE MEETINGS (AGENDA ITEM 9)

Members gave consideration to the proposed work programme. The Scrutiny Officer advised that there would be further reports in the future in relation to car parks and the website review; however, the review of the S17 Crime and Disorder Act, that had been included on the work programme for February 2008, would most likely be taken straight to the Overview and Scrutiny Commission rather than through this Panel.

The Chairman had always taken an interest in mental health and felt that this was a matter that could be discussed at a future Panel meeting. The Scrutiny Officer was asked to find and invite an appropriate person to attend.

Members were advised to contact the Scrutiny Officer if they had any further items that they would like the Panel to discuss.

60/07 DATE OF THE NEXT MEETING (AGENDA ITEM 10)

At the last meeting, it had been agreed to change the day of all future Panel meetings to Wednesdays. Unfortunately, the change of the next meeting date to 9th January 2008 clashed with the Licensing Committee meeting. Therefore, it was agreed that the next meeting be held on Wednesday, 16 January 2008 at 9.30 am in the Anglia Room, Dereham.

Members were further informed that it would be preferable to convene future meetings on Thursdays. This was agreed and a list of future meeting dates would be provided at the next meeting of the Panel.

Action By

**David
Green, Sian
Harland**

**Mark
Broughton**

**Annalisa
Graziano**

The meeting closed at 12.00 pm

CHAIRMAN

BRECKLAND COUNCIL**POLICY DEVELOPMENT AND REVIEW PANEL 2 – 28 FEBRUARY 2008****REPORT OF THE DEPUTY CHIEF EXECUTIVE****(Author: Lisa Hilton)****REVIEW OF COUNCIL WEBSITE**

Summary: Review of and Improvements to the Council's Website

1. BACKGROUND

1.1 Breckland Council has operated a website for a number of years and a major revamp was completed at the end of 2005-6. This revision was based on the content management software – Obtree – which was developed in conjunction with Amaze, a specialist website development company. At Breckland the operation and development responsibilities are distributed between:

- ICT Service – for technical construction
- Communications – for overall development direction
- Individual Services – for content

1.2 Each month the web site was subjected to independent scrutiny by a company called Sitemorse. This specialist company provides a monthly assessment of public sector web sites. Their approach was to undertake an automated assessment using a special computer programme that submits the web site to a series of technical appraisals. This approach develops a score which is used as a means of ranking each local authority.

1.3 In addition since 1999 the Society of Information Technology Management (Socitm) has conducted an annual survey of all local authority web sites. Their results are published each March in a report called 'Better Connected'. The 'Better Connected' report is over 200 pages in length and provides detailed descriptions of the assessment methods used. The report also identifies examples of good and poor practice. The approach used by the 'Better Connected' team is to adopt the role of a mystery shopper and to follow a script of questions and topics to be explored. The main questionnaire is structured to provide Yes/No answers which are supplemented by a qualitative assessment (0 to 3) and comments from the reviewer.

1.4 The main thrust of 'Better Connected' is to provide examples of good and bad practice and key messages to authorities in general. The publication doesn't arrange authorities into a ranking but instead classifies them as Standard, Transactional or Excellent. The natural aspiration is for authorities to improve by migrating from Standard to Transactional and onwards to Excellent status.

1.5 Only 40 have achieved a classification of Transactional or Excellent rating. The approach used to complete the research behind 'Better Connected' means that the assessments are undertaken in November of each year in order to achieve a publication date of March. The 2007 issue of the document was reported to members with an initial summary of the document and its assessment of Breckland Council's web site in April 2007.

1.6 The purpose of this report is to communicate the improvements that were recommended and that have been made to the Council website since implementation of the improvement plan.

2. **KEY DECISION**

2.1 This is not a key decision.

3. **COUNCIL PRIORITIES**

3.1 The matter raised in this report indirectly falls within the following Council priorities:

- A safe and healthy environment
- A well planned place to live which encourages vibrant communities
- A prosperous place to live and work

4. **MAIN BODY OF REPORT**

4.1 'Better Connected' identified that Breckland's web site was capable of improvement but did not single Breckland out for either praise or adverse comment and assessed the Authority as a 'Standard' site. The reviewers' gave their first impressions as:

"Nice home page. Easy to see what each section is about and geared directly to the general public. Good."

4.2 But then at the end of their assessment form the conclusion that:

"Initially this seemed to be a really good site. It is well designed and easy to use but soon it became evident that the content did not match the design standard. On 11/11 the A-Z only showed district items, on 15/11 the county ones were present too."

4.3 The detailed assessment by Socitm is a mixture of favourable, mediocre and poor assessments that are reflected in the reviewers' statements.

4.4 The favourable comments include:

- Use of A-Z – *"Seems comprehensive until one tries to find particular items! Didn't use the joint A-Z with the county on 11/11 but is now doing so on 15/11. Links to external bodies are indirect but give good explanations, so gave a Yes."*
- Navigation - *"Excellent"*

4.5 By contrast the mediocre and poor comments include:

- Search Engine – *"Too many pdfs but otherwise OK. Asked "did you mean graffiti?"*
- Links – *"Links generally there where needed."*
- Participation – *"Not clear if there would be online consultation as there are no current ones."*
- Maps – *"No interactive maps found."*

4.6 A summary of some of the improvements that were recommended by the previous Panel meeting and the progress report on improvements made to the website can be viewed in Appendix A.

4.7 We have been working towards our site being Transactional, ensuring that our site is customer-focused by increasing the number of transactions available. We have implemented an index for online forms named, "Do it Online". This enables residents to report a number of incidents including; abandoned vehicles, fly tips and full recycling bins. We are in the process of adding a "Do it online" form for registering a food business and explain the needs and benefits for doing so.

4.8 We have greatly reduced technical errors on the site improving the user experience; our monthly Website Statistics are up-to-date and available from our home page.

4.9 Consultations have a top link on the homepage to ensure visibility on the web site we are investigating the possibility of having consultations online enabling respondents feedback online.

- 4.10 Councillors are being encouraged to have and to use their own web pages as a way of communicating with their constituents and this is being achieved through modern.gov.

Regular activity

- 4.11 At the heart of our regular activity to continuously improve the website is our commitment to keeping the site up to date with relevant and timely content. We have a facility that lets us know where any broken links are on the site so that we can fix them. Every month we run the link checker across the whole website and our publications database to ensure residents can access what they need.
- 4.12 We regularly check what people are looking for on our search facility to ensure they can find what they want on the site - see our website statistics attached.

5. OPTIONS AVAILABLE

- 5.1 The Council accepts that without an increase in the resource available for Website development that enhancement to the website site will continue at the current pace and that this situation is monitored in order to identify any significant requirement to increase the pace of development.

6 RISK

- 6.1 I have completed the Risk Management questionnaire and this report does not require a risk assessment because the issue covered by the recommendation is not significant in terms of risk.

7. RECOMMENDATION(S)

- 7.1 It is recommended that:

- (1) This report is received
- (2) The continuous improvements for the website are noted

This report has been checked for compliance with the Human Rights Act 1998 and Equal Opportunities.

28 February 2008

<p><i>The layout of the home page be reconsidered to ensure that it was not over-burdened with information whilst at the same time it is user friendly and clear for users.</i></p>	<p>We are currently in the process of changing the navigation tree to comply with LGNL making it easier for our users to navigate the site. We are revising the items under the left hand navigation based upon consultation with service managers and teams.</p>
<p><i>The website should adopt a “four click” approach to ensure that information can be found quickly and easily.</i></p>	<p>We have implemented a “2 click” approach to the planning searches page and to the majority of the site where possible</p>
<p><i>Information on the planning process should be bolstered on the website enabling the public to access pending planning applications and associated maps and forms etc.</i></p>	<p>The planning process has been bolstered on the website by adding to the link already provided on the left hand navigation. To make the search more user-friendly we have ensured that by using the search function user will be taken directly to the main planning search page.</p>
<p><i>A link is established with the Eastern Daily Press Events Page and action be taken to ensure that news items on the website are removed promptly once they are now longer current.</i></p>	<p>A link to the EDP Events page has been established. All news items are live on the site within 2 hours of being released to the press. Old news items are archived automatically enabling the user to search for old press releases.</p>
<p><i>Images are limited in size to obviate long download times, especially for dial-up users.</i></p>	<p>All images on the website are optimised before they are published onto the site. Web officer and Graphic designer hold this responsibility.</p>
<p><i>A link to “Frequently Asked Questions” is installed on the home page and this be updated on a regular basis to ensure freshness.</i></p>	<p>Link has been concurrent since site went live. FAQ’s updated to ensure all information is timely.</p>
<p><i>The role of web editors needs to be defined and clarified, in relation their general work commitments and job descriptions should be updated accordingly to take account of the role of web editors as this has such an impact on the site content being kept up to date.</i></p>	<p>The role of Web editors has been defined and we will be asking service managers to include the targets and commitment to web editing in future STP’s. All service areas have been asked a confirm the web editor for their team to ensure we have coverage on each of the services.</p>
<p><i>The Council continue to work with external organisations in order to ensure best practice is followed to ensure that the design and operational usefulness of the website is maximised.</i></p>	<p>Web team benchmarking against South Norfolk Council and are being evaluated by Socitm and SiteMorse.</p>

BRECKLAND COUNCIL

MEMBER TRAINING PANEL – 18 FEBRUARY 2008

POLICY DEVELOPMENT AND REVIEW PANEL 2 – 28 FEBRUARY 2008

REPORT OF THE EXECUTIVE MEMBER (CABINET)

(Author: Annalisa Graziano, Committee Officer)

ACTION PLAN UPDATE - ALL MEMBERS MATTER PROGRAMME FOR BRECKLAND DISTRICT COUNCIL

Summary: The Local Government Information Unit has undertaken a review of Member Support and produced a report identifying possible areas for improvement. In July 2007, Officers analysed the report and produced an action plan to deliver the improvements. The action plan was revisited during January 2008 and an update of the action plan is attached for Members' information.

1. BACKGROUND

1.1 In March 2004, the Comprehensive Performance Assessment report found that:

“Councillor training and support is inadequate. Some Councillors feel excluded from the Council's activities and as a result do not represent the Council positively.”

1.2 During the autumn of 2005, Breckland Council agreed to commission an independent review of the Council's support for ward councillors. The review was based on the Local Government Information Unit's "All Members Matter" programme. The package aimed to assist Members in their role as a ward representative and community champion by focusing on their representative role, clarifying and then meeting the support those councillors need to perform effectively.

1.3 During 2006/07, various focus groups were held with Members and Officers to discuss ways in which Member Support could be improved. In addition, a comprehensive survey of Member Support was undertaken. This information was used by the Local Government Information Unit to highlight areas for improvement. These were incorporated into the report produced in July 2007.

2. KEY DECISION

2.1 This is not a key decision.

3. COUNCIL PRIORITIES

3.1 The matters raised in this report fall within the following Council priorities:-

- A well planned place to live which encourages vibrant communities
- A safe and healthy environment
- A prosperous place to live and work

3.2 By improving the support to Elected Members, this will enable them to fulfil their Ward Councillor role better.

4. ACTION PLAN UPDATE

- 4.1 The action plan has now been updated and is attached as Appendix 1 to the report.
- 4.2 Whilst only a couple of the action points have been completed to date, considerable progress has been made in addressing the remaining issues, as indicated. Some of these issues are on-going matters and the others are on target to meet the agreed deadline.

5. REASONS FOR RECOMMENDATION

- 5.1 To provide Members with an update of the progress made in implementing the Action Plan for the All Members Matter Programme for Breckland Council.

6. RISK

I have completed the Risk Management questionnaire and this report does not require a risk assessment because the issues covered by the recommendation is not significant in terms of risk.

6. RECOMMENDATION

- 6.1 That Members note the progress made to date.

Appendices

Appendix 1 – All Members Matter Programme for Breckland District Council – Action Plan Update 21 January 2008.

This report has taken account of the need for compliance with the Council's Equal Opportunities Policy and the requirements of Section 17 of the Crime and Disorder Act 1998 and the Human Rights Act 1998. This report raises no matters to which attention specifically needs to be drawn under the legislation.

All Members Matter Programme for Breckland District Council

Action Plan – Update 21 January 2008

Aim	Proposed Action	Lead Officer	Timescale	Resource Implications	Action to Date
Introduce automatic 'triggers' to ensure that Ward Councillors are given advance notice and are consulted on issues that affect their wards.	The possibility of using Modern.Gov to provide the software for this to be done electronically is being investigated. If this is successful Service Managers will still need to enter the information.	Annalisa Graziano	March 2008	Officer Time	Following consultation. An I.T. solution will be recommended to Members via a report going to the Member Training Panel on Monday, 18 February 2008.
Develop more regular communication between Non-Executive Councillors and Officers.	Contact councils highlighted in report to see if the areas of best practice in those authorities can be implemented at Breckland Council.	Sian Harland	May 2008	Officer Time	Action to be taken March 2008 with report in May 2008.
Improving support for Members in their external representative role.	Provide Members with information about the Outside Bodies they serve on and also ask them to report back on key issues arising through Modern.Gov.	Sian Harland	In place and ongoing	Officer Time	E-Library on Mod.gov containing Outside Body Info and Minutes. Members Web Pages. Letters sent to Members requesting they send all outside body minutes to Committee Services for inclusion in the e- Library.
Developing a 'level playing field' for Members representing rural and urban wards by reviewing member allowances.	Members Allowance Panel to review allowances for Members in rural areas.	Ian Vargeson	Autumn 2008	Unknown	New scheme Autumn 2008

Aim	Proposed Action	Lead Officer	Timescale	Resource Implications	Action to Date
Training and development programmes for officers.	These should incorporate training for officers on the roles of Councillors, possibly through the Corporate Induction Programme.	Natalie King	April 2008	Officer Time	A new Corporate Induction Pack is being worked on for completion by April 2008. Please see below *1
Training and development programmes should be designed around Personal Development Plans for councillors.	Future development and training needs for Members will be agreed with them on an individual basis as part of their Personal Development Plans.	Stephen McGrath	March/April 2008	Member and Officer Time	The interviews will commence in the next few months
Reviewing political group arrangements to support the role of the Non-Executive Councillor.	Review political group arrangements.	Leader of each group/Trevor Holden	2007/08	Member and Officer Time	On-going
Making Members and Employers aware of the rights for time off for Public Duties.	Write to Members and their Employers to point out these rights.	Ian Vargeson	Autumn 2007	Officer Time	Task completed on target Oct/Nov 2007.
Provide induction training that describes the new democratic landscape in which members will have to work.	This training will be provided throughout the four year term of office for the Elected Members.	Stephen McGrath	2007/10	Officer Time and Financial Costs will be met from within the existing Member Training budgets	The initial Member Induction Training was undertaken between May and October 2007. Members will be provided with further training in accordance with their Personal Development Plans.
Planning Applications to be posted within 24 hours of being determined and planning drawings to be put on-line.	Matter to be referred to Development Services Manager for consideration.	Phil Daines	May 2008 (subject to the installation of 1App) Please see below *2	Officer Time and Financial Costs will be met within existing resources.	All textual information about planning applications already goes on line when it is received. A new DMS (Document Management System) is in the process of being installed which will enable all planning drawings to be posted on line.

Aim	Proposed Action	Lead Officer	Timescale	Resource Implications	Action to Date
More discussion on budget – possibly through an extra General Purposes Committee meeting – and also more cross party working and regular officer briefings with Non-Executive Members.	Matter to be referred to Chief Accountant for consideration.	Mark Finch	Unknown	Officer Time	Awaiting steer from the Executive to give direction on what level Members would like to receive information on the budget. Suggested the Audit Committee could be a great forum for Members to receive this information.
Ward Surgeries	Some Members require help on setting up and holding Ward Surgeries.	Stephen McGrath	May 2008	Officer Time	This will be progressed through the EERA Charter and the Member Training Panel later this year.
Provide Ward Pages in Breckland Voice.	Matter to be referred to Mary Palmer for consideration.	Mary Palmer	To write a letter to Members Feb 2008.	Within existing budget.	No action to date. However, letter will be sent to all Members giving the Voice Deadlines and asking for articles/info for a Ward Page in Voice.
Improve information flows through three tiers of Government.	Look at possible ways to do this.	Sian Harland	May 2008	Officer Time	Various initiatives are being explored, with the following being implemented:- <ul style="list-style-type: none"> • Town and Parish Council Forum • Open Days Please see below *3
More Updates on Legal and Planning Issues for all Members.	Matter to be referred to Head of Legal Services, Environmental Planning Manager and Development Services Manager for consideration.	Mike Horn/Phil Daines/Andrea Long	Unknown	Unknown	
Consider employing Political Assistants	Look at feasibility of doing this.	Ian Vargeson	May 2008	Officer Time	Reports have been taken to Members with recommendations for employing a political

					assistant however; Members do not want a political assistant. It is being considered under the Cabinet re-organisation that the council have a research budget to utilise UEA Masters students' expertise e.g. assisting with research for the Scrutiny function.
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- *1 - The pack mentions Councillors and prompts its' reader to Member Profile pages on the website. In addition, it is planned through the Cabinet re-organisation a post will be created for a designated Training and Development Officer to sit within the HR Team and focus solely on the training and development of all Breckland Officers.
 - *2 – **1App** – Is an application with a government requirement to be on-line by April 2008. The application supplies electronic forms for individuals to complete when submitting a planning application. The DMS installed on target is subject to the installation 1App as the same officers are required to install 1App, as a priority, followed by the new DMS.
 - *3 - **Update on decisions made regarding planning:**
 - All non-delegated decisions go before the Planning Committee.
 - Members receive a list of all decisions made by NCC.
 - Members receive a regular enforcement update.
 - Members receive a list of all Hearings and Appeals results.
- Updates on Law:**
- When there are changes to planning guidance regarding the law, these are taken and examined as agenda items.
 - Each agenda item has in depth analysis – with guidance from the law.
 - Planning has a procedure to inform Members of all pending Planning Applications that may or may not be called into committee.

BRECKLAND COUNCIL
MEMBER TRAINING PANEL – 18 February 2008
POLICY DEVELOPMENT AND REVIEW PANEL 2 – 28 February 2008
REPORT OF THE EXECUTIVE MEMBER FOR CABINET PORTFOLIO
(Author: Annalisa Graziano, Committee Officer)

COUNCILLORS WARD INFORMATION

Summary: The last Comprehensive Performance Assessment asked Breckland Council to review the Training, Development and support provided to its Elected Members. The Local Government Information Unit has undertaken a review of Member Support and produced a report identifying possible areas for improvement. Officers have analysed the report and produced a draft action plan to deliver the improvements. One of the areas for improvement was to supply Councillors with a robust information source for advance notice and consultation on issues affecting their Ward. Members are asked to consider and approve either the arrangements for Councillors Ward Pages or an IT Option.

1. BACKGROUND

1.1 In March 2004, the Comprehensive Performance Assessment report found that:

“Councillor training and support is inadequate. Some Councillors feel excluded from the Council’s activities and as a result do not represent the Council positively.”

1.2 The objective of this report is to reach a view on how Councillors should receive information and consultation on issues affecting their Ward, in particular how this will be implemented and sustained within Breckland Council.

1.3 A number of councils have mechanisms in place to provide, in advance, information to councillors regarding any matters likely to impact upon wards. A number of authorities have initiated ward information, such as Gateshead and Tower Hamlets. Responses were received from Braintree, Swindon and Norwich on how they communicate and send information to their councillors. These are shown in Appendix 1.

1.4 A questionnaire on how Members receive information regarding their wards was circulated to all Members and 36 replies were received. The questions Members were asked and their responses are shown in Appendix 2.

1.5 The final report from the Local Government Information Unit on “All Members Matter” identified the following as a possible area for improvement:

“Introduce automatic ‘triggers’ to ensure that ward councillors are given advance notice and are consulted on issues that affect their wards.”

2. KEY DECISION

2.1 This is not a key decision.

3. COUNCIL PRIORITIES

3.1 The matter raised in this report falls within the following Council priorities:

- A safe and healthy environment
- A well planned place to live which encourages vibrant communities
- A prosperous place to live and work.

- 3.2 Improving the support and the information supplied to Elected Members will enable them to fulfil their Ward Councillor role better.

4. COUNCILLORS WARD PAGES

- 4.1 Although a number of councils have mechanisms in place to provide information to Ward Councillors regarding any developments likely to impact upon their wards these can vary widely and, in fact, intersect with systems already in place at Breckland Council (e.g. Members' Information Bulletin).
- 4.2 On evaluating the questionnaires (appendix 2), the main objective was improving direct communication particularly with Councillors, staff and stakeholders not only to support the Councillor role, but to support business efficiency and team-building.
- 4.3 A new communication channel is needed that will be easily accessible, fast, responsive and act as a catalyst for a radically improved dialogue between Councillors, Officers and in turn the Public.
- 4.4 The pages could offer a concise digest of ward information that Councillors currently feel they are not receiving.
- 4.5 The electronic ward pages could be built, branded and populated within the Council, recognising that Breckland Officers are the Council's ambassadors. By implementing the pages internally through the work of the Web Editors and Communications Team it is believed this translates into better internal relations and a stronger corporate identity. Population of the pages will be the responsibility of Service Managers to ensure their team are passing all information regarding any developments in any ward and emailing it to their service area Web Editor to upload onto the relevant Ward(s) page(s) (e.g. correspondence between Planning Officers and Parish Clerks/the public).

5.0 IT OPTION

- 5.1 Following the Member Training Panel on 2 October 2007, consultation took place with representatives from the ICT Department who advised Committee Services representatives they had concerns regarding the production of website pages for ward information. The following points were made:
- This would take up resources already being prioritised on the Parish Council Web Project, Web upgrade and future Public Facing Web enhancements. There are resource difficulties on delivering content for Parish Websites currently.
 - Production of web pages would incur additional costs through the required use of Amaze.
 - Would duplicate a communications method already in place. Email is currently in use and offers an effective form of communication.
 - A continuation of communications problems and the potential for worse communications if the organisation had two methods of electronic communications.
 - Methods of storing the information potentially not as reliable and accessible as Email.
 - We may not be able to guarantee one method of communications to please all, when some Members have already confirmed they prefer Email.
- 5.2 ICT offered Email as an IT Solution for Members' consideration, based on examination of the Appendix 2 of the Report which clearly suggests that Members

would be happy with email communications to receive information/updates. The following reasons were given in support of using email:

- Email is accessible, fast and responsive at no additional cost.
 - This is the chosen, recommended and simplest method of auditable communications for the organisation.
 - It is already in place so it is cost effective.
 - We already have a Members' Distribution group set up for email.
 - A designated email address could be established to easily identify all ward updates to Members.
 - Everyone uses it. The organisation has a high ratio of staff using IT.
- 5.3 There is a need to investigate the need to prove whether Emails have been sent from a sender to a recipient, in case there are issues around whether a Member has been informed. ICT are investigating this as an option.
- 5.4 Email was identified as the worst form of communication regarding emotional content and the timely factor (e.g. cannot guarantee people receive it or read it at the time you want them to and there is no emotional content). On this basis, face-to-face communication, which is encouraged by the Communications team, is the best. However, email should be recommended as it is the best method for receipt/audit purposes.

6.0 STAFFING AND COMMUNICATION

- 6.1 The importance of providing communication to Members needs enforcing across the Council as a whole. It should be the responsibility of Service Managers to ensure their teams are keeping Members up to date. The organisational structure allows this to happen.
- 6.2 The Communications Team need to be involved, in addition to Service Managers, as they need to be responsible for ensuring that Officers and Managers are updating Members using the correct method e.g. Email. If Members agree with the recommendation of the report, the Council's method of updating Members of developments within their Ward is something that should be incorporated into the Communications Policy.

7.0 OPTIONS AVAILABLE

- 7.1 The options are:
- (i) To agree and adopt the Councillors' Ward Pages.
 - (ii) To agree and adopt the IT Option in conjunction with points 6.1 and 6.2 of the Report.
 - (iii) To do nothing.

8. REASONS FOR RECOMMENDATION(S)

- 8.1 The Local Government Information Unit has identified the need to introduce a system to ensure that Councillors are given advance notice and are consulted on issues that affect their wards. Implementing these recommendations will assist Members in fulfilling their ward representative role.

8.2 For reasons outlined in the report, the creation of individual Member Information pages would be too resource intensive. The IT option is the most cost effective method of providing this information to Members and is therefore the recommended solution.

8.3 It is not appropriate to take no action.

9. RISK

9.1 I have completed the Risk Management questionnaire and this report does not require a risk assessment because the issue covered by the recommendation is not significant in terms of risk.

10. RECOMMENDATION

10.1 To agree and adopt the IT Option in conjunction with points 6.1 and 6.2 of the Report.

Appendices:

Appendix 1 - Responses collected from Braintree, Swindon and Norwich – How they consult with their councillors.

Appendix 2 – Results of Members' questionnaire.

This report has taken account of the need for compliance with the Council's Equal Opportunities Policy and the requirements of Section 17 of the Crime and Disorder Act 1998 and the Human Rights Act 1998. This report raises no matter to which attention specifically needs to be drawn under the legislation.

Responses collected from Braintree, Swindon and Norwich – How they consult with their councillors

Braintree

“We have a Member’s Lounge and in it we place consultation and information documents. We also place such documents on our website and we also send out as Members’ Focus which comprises short concise reports on matters of interest and importance.

At the induction day, we asked our councillors of the type of information they would like to receive. All our Councillors have a public e-mail address which actually directs the e-mails to Democratic Services where they are then forwarded on to the Councillors’ private addresses. This prevents them from receiving too much spam as we act as the ‘filter’. This also enables us to direct the mail to the most appropriate councillor.

We only send out to our councillors once a week as we encourage electronic communication. We therefore place a great deal of emphasis on our website and we have created a page for each of our 60 councillors and we ask them to let us know what they want added to their individual page. Resources are limited however, so the management of e-government will be an ever increasing burden until we can wipe out paper copies all together.”

Swindon

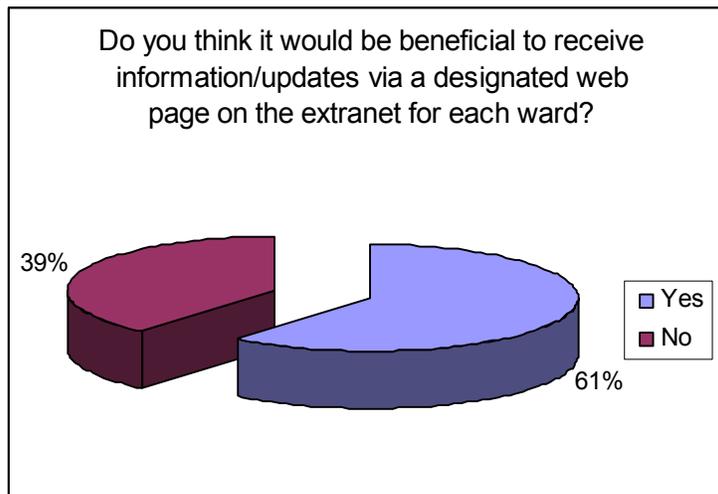
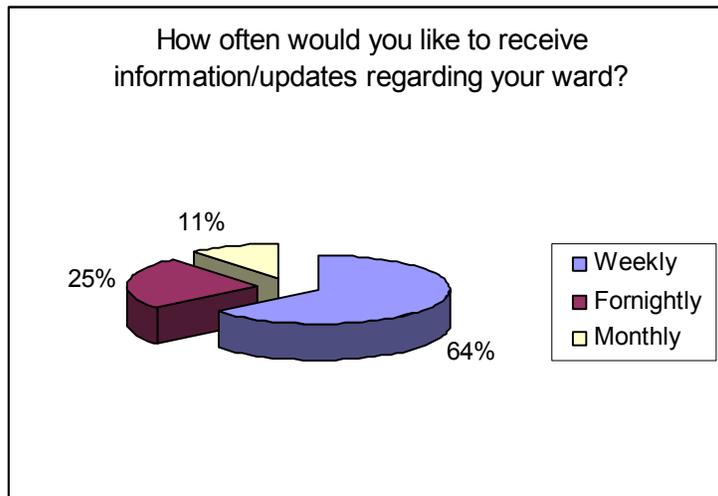
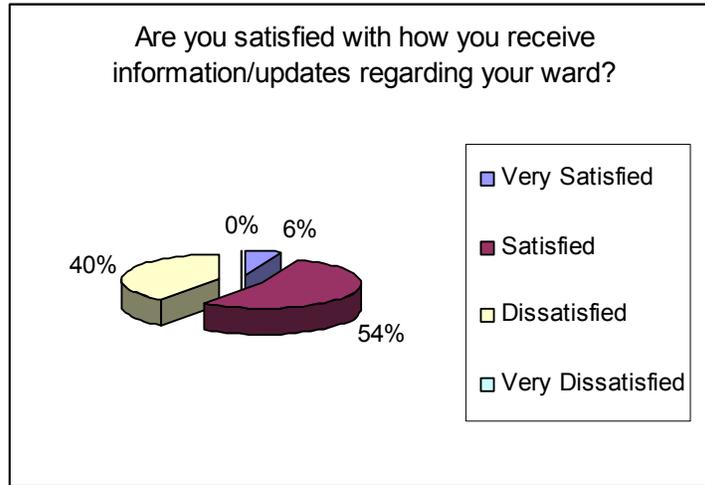
“At Swindon we produce a Members Bulletin which is also accessible on the Council’s website under Committee and Member information/Library. We use these documents to consult, inform etc.”

Norwich

“Councillors have access to what we call “e-councillor” that is a web-based information using a package call “sharepoint” – This allows all councillors to access information posted on it and gives dedicated space for each Group (managed by political assistants) i.e. if you log on as a Labour Cllr you only get toolbar link to the Labour pages etc.

We also sent out a weekly member’s bulletin electronically with deadline info linking, where necessary, to more detailed documents (that are stored on e-councillor).”

Ward Councillors Survey



Comments Summary

Comments: Are you satisfied with how you receive information/updates regarding your ward?

	Comment Text
1.	Do not often receive information specifically relating to my ward. Most information appears to be more general
2.	Planning and legal simply do not keep me informed of current development and issues despite repeated requests
3.	no comment at this present time
4.	there is too much information sometimes
5.	There have been several occasions when I have not been included in the loop at all.
6.	Any concerns expressed to Officers by residents in wards should be passed on to ward reps. Action initiated by officers should also be reported particularly enforcement action.
7.	I would like to have more real time information through an electronic format. Staff have carried out site visits without any reference to the ward Rep. Also I have had not had any information as to how Steria are performing with waste collection in my ward. Initiatives that introduced by the Council at present do not show how they are impacting on my ward unless there is a big out cry from the public.
8.	I like receiving information via email and being able to print if I need to rather than having vast amounts of paper sent through the post
9.	I am also a County councillor and, compared with the information I receive from NCC, the District is definitely "below par". The problems are not deliberate, but there needs to be an enhanced Member/Officer protocol with greatly improved culture of information flow from officers to local members on local matters.
10.	The information is there. But finding the time to look for it is a different matter...
11.	We are rarely informed before a meeting
12.	spasmodic at best
13.	Cannot really answer above? I am satisfied with info that comes via the communications section however I am fed up and annoyed with the planning section which seems to have adopted the attitude that whatever happens in my ward is absolutely nothing to do with me and hence do not keep me in the loop. That is not how my constituents see it.
14.	While good information is provided about national and district issues. Often ward members are not consulted or informed about issues within their wards. There have been instances where officers or executive members have held public meetings without informing local ward members.
15.	There have been one or two instances in the three months that I have been a councillor where I have felt uninformed. Discussions were held around a 106 agreement with officers from District and the town council that ward members were not invited to attend and as elected representatives of the town I feel they should have been. Also I was not informed of a publicity event to mark the completion of new affordable homes in my ward recently
16.	I would like updates for my ward by fax thank you.
17.	I am not kept fully informed of what Breckland is doing in my ward. Also I have not been told when Officers or Executive Members are visiting or speaking with people such as the local parish council. It makes you look very uninformed!

18. There seems to be a blockage, members should always be told of events in the ward – i.e. serious complaints etc,
19. Sometimes INFO is slow, and appears after the event. Sometimes INFO is not complete.
20. I have no problem with current arrangement.
21. Being a new councillor I am looking to creating a newsletter, hopefully monthly or bi monthly. Any information would be gratefully received.
22. In the sense that the only advice I receive is correspondence re planning matters that have been withdrawn

Comments: How would you prefer to receive information/updates regarding your ward?

1. E-mail.
2. E-mail. Brief and without colour as this slows down the PC
3. e-mail
4. Via e-mail
5. e-mail
6. e-mail
7. Via email
8. email
9. Regular emails concerning everything going on in my ward - a summary.
10. E-mail, as the action is taken by Officers.
11. Electronically
12. Am happy with emails
13. E mail and hard copy - both important, but e mail is more immediate. Never expect a member to download a 300 page document though - I certainly wouldn't!
14. By phone or email whenever there is something to report. This may be weekly or monthly. It should be on a needs basis not just for the sake of it.
15. e-mail
16. email and telephone if urgent
17. E-mail - hyperlinks to relevant web pages etc.
18. Depends what it is but phone or e-mail should suffice.
19. By e-mail when there is relevant information that the local member needs to know.
20. email
21. As 2 above. re 4 below as and when they come in.
22. Regular detailed email.
23. e-mail
24. paper
25. Email is usually best, but sometimes complex matters may need a letter or urgent by telephone
27. Email or hardcopy.

28. By any form of communication but to reduce costs email would be fine.
29. It would be good to receive a ward quarterly review perhaps with other matters that arise dealt with as and when. e mail for preference

Comments: What sort of information/updates would be useful to publish on the pages?

1. Advance problems known by council i.e. waste collection, Planning applications, complaints received by the Council.
2. Planning matters relevant to my ward, updates on crime etc.,
3. Specific information relevant to our Ward
4. Any thing to do with ward
5. Planning issues, particular to my ward. crime and environmental health issues for my ward
6. Planning applications Current issues i.e. fly tipping, crime, road closures, traffic matters, complaints from residents about anything, good news! etc.
7. Planning – all aspects, applications, decisions, appeals, likely issues. Council recommendations and decisions that will have an impact on specific areas. Convictions relating to specific ward.
8. All the caller information from ward constituents'. Also any planning, building control, and environmental information. Also new initiatives that have been introduced or changes to processes like number of people paying domestic rates by direct debt and other methods. Street scene information on highway maintenance and other large events that affect the ward.
9. Everything from planning applications, grant applications, anything that is relevant I guess
10. Firstly, you would need to give proper training as to how to download/access the information. Secondly, the Cabinet needs to give a clear steer on the kind of information it feels should be AUTOMATICALLY fed to members i.e. advance warning of controversial planning applications, anything in fact which impacts greatly on the member's ward and that he/she NEEDS to know about.
11. Planning applications (new), cultural events, Road-works/diversions/drainage etc. and local info like MP and NCC and D Councillor data. In fact all the things I put in my newsletter every month!
12. Too time consuming to go into extranet every day
13. Stats on; housing lists/issues(nos of people on waiting list etc), planning permissions granted/build completions (particularly for housing), "Environmental infringements", projects in the ward receiving/requesting grants and loans, visits to ward of officers or senior post members.
14. Any non routine events that the council has been involved in or any new development or activity occurring in the ward.
15. An brief update diary for information on all ward issues ongoing or coming up involving District council and where necessary with contact details of officers
16. All ward information, we must be kept informed.
17. Planning decisions
18. Officer visits on strategic matters. Serious smaller matters - i.e. drains, flooding, housing,
19. Perhaps, if it is easy to access. Some INFO would have to be confidential to ward member only.
20. Breckland organised events. Contract details. Rangers.
21. Something like the weekly bulletins would be great as I find this very user friendly. The reason

why I say weekly information is I can then keep track & if something is coming up I can then address the issue. For example I didn't know re The Gemini pub, coming up in licensing.

22. Information on planning applications personnel in Breckland personnel in the ward my ward newsletter

7. Do you have any other comments or suggestions regarding how you would like to receive ward information/updates?

1. No

2. No

3. The district could be broken into areas around the towns in order to make the task easier, trawling through everything relating to the entire district is time consuming and makes one liable to miss something that could be very relevant in your own ward. Cut that down to just an area and the whole task is simpler, shorter, more time efficient for officer and member, more environmentally friendly (less time on the computer etc) and basically just better.

4. Web pages may not be able to be updated at the speed that Members may want to receive information.

5. Lagan had a product for key management information that was being developed. This could be introduced and would automatically collate information as per ward and area.

6. No

7. How about giving consideration to one or two experienced officers acting as "ward liaison" officers, working as a conduit between the Council and its members?

8. I just want to receive any information in as basic form as possible hence the above comments viz 'phone/e-mail. I usually have neither the time nor inclination to root around and find it on a web site. Perhaps a bit of in depth training would change that view!

9. Via e-mail when there is a significant occurrence.

10. As above

11. Perhaps the relevant officer could e mail particular INFO relating to a Ward on an item by item basis, i.e. if a Parish were applying to the matched funding pot for play equipment, the ward member could be informed. Other personal or private issues e.g. re an ASBO, or housing need, or planning problem could be sensitively discussed, with the ward rep rather than written down.

12. No

Policy Development & Review Panel 2

Work Programme and Meeting Schedule

Topic/Item	Lead Officer(s)	28 Feb 2008 Dereham	3 Apr 2008 Dereham	8 May 2008 tbd
Work Plans of the Sports/Arts Development Officers	Riana Rudland Claire Salley			
Member Development and Training	Stephen McGrath Ian Vargeson			
Breckland Website - Monitoring of Improvement Plan	Jonathan Collison Lisa Hilton			
Mental Health Issues	(external – MIND & Norfolk and Waveney Mental Health NHS Trust)			