Member Development Strategy <mark>2006-07</mark>

(New covering page)

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APPENDICES

1. Why have a Member Development Strategy? What is it all about?

In 2002 the Audit Commission produced its Corporate Governance report on the Council. The Audit Commission concluded that the Council was one of the worst run Council's in the country. It found that there were weaknesses in the Council's governance arrangements and that the Council did not provide adequate development and training opportunities for members.

The following quotes illustrate this:-

"The Council's problems are a result of poor political leadership and the failure of senior management to tackle the problems over a number of years".

"The political leadership needs to understand and respect the respective roles performed by officers and work with them to find solutions to the identified problems faced by Rossendale Borough Council".

"There is little recognition of the need for Councillor development and training".

"Councillors have commented about not having sufficient knowledge or skills to take properly informed decisions. A significant proportion of Councillors are not actively engaged in the decision making process".

"Members should be given basic induction training on procedure and roles in Council meetings. The training should explain clearly the difference in officer and member roles as well as the role of backbenchers and the scrutiny function. They should attend an induction session on the work of a Committee prior its first meeting after an election. That session should cover; which officer is responsible for what (i.e. who to contact), the key services, the legislation affecting them, the successes and problems, the risk the Council is exposed to, what it costs, the savings/changes that have been looked at. Ideally there should also be a tour to the key sites (e.g. leisure services, problem housing estates, highways and refuse vehicle yards, finance etc) and this should include an opportunity to speak to some service users. Members should also receive specific training on the Council's budget process. This training may be best provided by an external agency."

The Council accepted the Audit Commission's findings and implemented an Improvement Plan which is monitored by the Improvement Board and the Office of the Deputy Prime Minister.

In 2003 the Audit Commission carried out a comprehensive performance assessment on the Council's. The Audit Commission's subsequent report stated:-

> "There has been limited development of the role of Members in the recent past and there remains no overall framework within which Member development needs can be identified and met. The knowledge and information with which Members are currently working are insufficient to meet the needs of the Council as a whole. There is limited knowledge sharing or appropriate and timely briefings on key issues, for example housing stock options. Members' confidence in their knowledge and understanding of these issues will be vital when decisions need to be taken. Scrutiny is in its early stages of development and is beginning to consider the policy development role of Members, through working parties initially scrutinising key issues arising from the CTI report."
>
> "The involvement of Members in management of performance is also patchy. There is no history of Members scrutinising and challenging performance, and the lack of data and systems of accountability for performance has exacerbated this situation. Member confidence in performing their role in the scrutiny of the performance is low."

In 2003 the Council introduced its first ever member induction programme and member training programme.

The Audit Commission's progress assessment report dated December 2004 stated:-

> "The introduction of the Pilot Executive Committee and Member Development Programme with IDeA have improved decision making."
>
> "Members, especially Committee chairman and opposition spokespersons should be encouraged to attend professional conferences and should be made aware of all other development opportunities and the local government media."

The Council has now moved to a position where member development is routinely provided as part of the normal business of the Council. Members now value member development and see it as an important part of their commitment to continuously improve the way they carry out their roles and responsibilities.

Member development was the Council's second corporate priority during 2005/06 and a Member Development Strategy was implemented in 2005/06 to enable Councillors to take ownership of their own development needs.

The Improvement and Development Agency in its review of member development concluded that the Council's priorities for 2005/06 should be as follows:-

1. Formalisation of the new political and governance arrangements
2. Development of front line members
3. Community leadership

4. Member Officer relations

The above priorities were adopted within the Strategy and a programme of training and mentoring throughout 2005/06 was successfully delivered to meet these priorities.

The Audit Commission's Progress Assessment Report dated February 2006 states that:-

"Political Leadership is much improved".

"Relationships between councillors and officers are appropriate and constructive, based on a good understanding of respective roles and responsibilities."

However, the following comments were also made:-

"The Council provides officer support to the LSP and councillors are supportive, but their leadership within the LSP and the wider community is not fully developed"

"Community Leadership is beginning to develop, but is an acknowledged area for further development."

"It is important that all councillors continue to embrace the opportunities for their own development if improvements are to be sustained."

"…councillors to maintain focus on their responsibility to ensure quality services are delivered. Albeit in some cases through arms length organisations and partners."

In the Corporate Improvement Plan 2006/07, Member Development is now an enabler which will allow the five priorities to be delivered in 2006/07.

Having a updated Member Development Strategy in place for 2006/07 will mean that there is clear guidance and direction for the development and support of members over the forthcoming year and it will ensure that member development continues to be embedded as a key element of the Council.

The 2006/07 Strategy has been developed out of the training and development needs that were identified by members from their personal development plans in 2005 to assist them in the delivery of the Council's corporate improvement priorities. It represents an update of the previous 2005/06 Strategy, which was implemented in November 2005. The main changes relate to the findings of the Progress Assessment Report in February 2006, a questionnaire sent to all Members in May 2006 and the draft findings of a Community Leadership Fitness Check undertaken by the I&DeA.

It sets out:

- What areas members have identified as the main priorities to be addressed
- How these are being met and what support is available
- What benefit this will bring to Members, the Council overall and the residents of Rossendale

The Strategy is reviewed annually so that any priorities identified are based on relevant and current needs.

2. Who has been involved in the development of this Strategy?

The Member Development Working Group is taking the lead on developing the Strategy. The Working Group is also responsible for monitoring the Strategy's implementation. The contribution of previous members of the Working Group, Councillors Ruddick, Hancock, Driver, Sandiford and Pilling in 2005/06 is acknowledged.

The Member Development Working Group

Cllr Janet Graham   Cllr Ruth Alcroft   Cllr Brian Essex   Cllr Daryl Smith   Vacancy
Chairman

3. What are the ideas behind the Member Development Strategy?

The guiding direction (the vision) behind the Strategy is set out below.

> **To ensure that all members are fully supported in their learning and development so that they have the necessary skills to deliver the council's priorities for the benefit of their constituents.**

This vision will be achieved by 6 key objectives:

1. The provision of a comprehensive Member Development Strategy and Annual Training Schedule and Quarterly Member Development Programme which balances group and individual needs with Council priorities.

2.	Ensuring that all newly elected members are properly inducted into the Council and their role.

3.	Ensuring that all members are able to maximise their use of the Council's IT system.

4.	Undertaking an annual review of member development needs and maintaining personal development plans for members based on individual need and preferred learning style to assist them in their development.

5.	Improving the external recognition of Rossendale Borough Council as a lead authority for member development.

6.	Empowering Members to undertake effectively their community leadership role.

The Member Development Action Plan sets out how these objectives will be achieved, along with the main priorities for member development for this year.

## 4.	Our Training and Development Policy

Rossendale Borough Council is committed to the continuous training and development of its Elected Members. The Council recognises that Member development is critical to being a learning organisation and helps Members to maximise their full potential.

A key objective in achieving the Vision, set out in Section 3, is the provision of a comprehensive Member Development Strategy, Annual Training Schedule and Quarterly Member Development Programme, which balances group and individual needs with Council priorities.

The Council recognises that no one ever stops learning and that complex roles, demanding accountabilities and working in a constantly changing environment, require a diversity of skills and knowledge. It also recognises that councillors are democratically elected and bring with them a wide range of experiences. To complement these, the Council will provide a range of learning opportunities as part of building elected member capacity.

Elected member training and development is essential to the Council's performance and continuous improvement. The support provided includes:

- An initial personal development plan interview and on-going support;
- Development of Cabinet and scrutiny roles;
- Development of community governance role;
- Development of skills and knowledge for roles in other specific functions such as planning and licensing;
- Development of strategic and performance management skills;

- Awareness building of Council policy, current issues and major challenges;
- Personal development in a range of skills, including using computers;
- Induction training for newly elected members and those taking on new responsibilities.

The Council provides equality of opportunity and access to training and development for all councillors. This means that they will not receive less favourable treatment on the grounds of age, gender, sexuality, marital status, disability, race, religion, colour or ethnic origin or by their party political affiliation.

As part of their continuous professional development, all councillors are encouraged to take part in learning activities on a regular basis. There is an expectation that a minimum of 5 day's training per annum will be undertaken by each councillor. This may include training, which is a requirement for specific roles they carry out. Development activities may be identified as part of the personal development planning process and needs prioritised in line with the individual Member's roles, Council policy and Council plans.

Training and development is a shared responsibility between individual councillors, group leaders of the political parties, the Portfolio Holder for Member Development and Human Relations, Democratic Services and Human Relations Sections. In addition, the Member Development Working Group is responsible for monitoring and evaluating this policy.

5.   What has been achieved so far?

Some of the recent successes in relation member support and development include the following:

♦   The establishment of a Member Development Working Group

♦   The creation of a Member Support Assistant post within Democratic Services

♦   The reorganisation of duties to facilitate the Civic Officer and Leader's Personal Assistant to oversee Member Development/Mayoralty Development

♦   The revitalisation of the Members Bulletin

♦   Provision of Laptops to all Members

♦   A comprehensive induction programme for new and returning members to provide specialised support for the first few months in office

♦   A programme of induction and support for the newly elected mayor

- Individual training records for every member

- An Annual Training Schedule for 2006/07, featuring events tailored to meet specific identified development needs

- Personal development plans for members (34 Members have participated)

- A questionnaire to members to improve Democratic Services Member support, encouraging feedback on training

- Reaffirmed commitment to the North West Charter for Member Development and commenced pre-assessment process

- Participation in the East Lancashire Leadership programme

- A mentoring programme for group leaders and the Chair of Overview and Scrutiny in conjunction with the I&DeA

- Publication of a quarterly Member Development Programme identifying a wide range of training and development opportunities

- Achievement of a commendation under the Municipal Journal Awards 2006

- Invited to speak at a LGA seminar in March 2006 on the National Councillor Mentoring Programme.

- Successful induction of new and returned members following the 2006 local elections

6.   How do we measure our successes?

The Member Development Working Group has the responsibility for reviewing and monitoring support and development for Councillors. It will review the Strategy and Annual Training Schedule every 12 months. In addition, reports are regularly taken to the Standards Committee throughout the year on a number of issues, including monitoring the operation of the Members' Code of Conduct, promoting and maintaining high standards of conduct by councillors and co-opted Members and advice upon any necessary training on the Code.

Improving external recognition of Rossendale as a lead authority for Member Development is a key objective of the Strategy. Success is measured by benchmarking with other local authorities and through recognition by our peers, such as the commendation for Member Development at the Municipal Journal Awards 2006 and the invitation to speak at the National Councillor Mentoring Programme seminar in Leeds in March 2006. Our aim is to achieve the North West Charter for Member Development.

7. What are the main priorities for the forthcoming year? How have these been identified?

As a result of the PDP process undertaken in Summer 2005, a Training Needs Analysis was provided by the I&DeA, which identified a number of specific learning and development priorities. These priorities are set out at Appendix B and form the basis for the Annual Training Schedule 2006/07 and Member Development Programme (see Section 9 for further details).

The priorities also helped to shape the key objectives in the initial 2005/06 Strategy. These objectives have been refreshed for 2006/07 following consultation with the Member Development Working Group and are set out in Section 3. The Action Plan referred to in Section 10 and set out at Appendix A of this Strategy shows how the revised objectives will be met.

8. What about my own priorities for support and learning?

Each member has the opportunity to discuss his/her own individual support and learning requirements and develop their own personal plan to address these. These discussions are very informal and can take place either on an individual basis, or say, with a fellow Councillor who may have similar requirements that they too would like to discuss. A formal PDP should be undertaken at least biennially. However, Councillors are encouraged to review their achievements and needs on a more regular basis.

The Democratic Services Team will provide the necessary support for this to take place and can help to identify what ways this can best suit individuals as well as the full range of available resources and events.

All discussions will take place on a friendly and informal basis and, of course, are strictly confidential.

Newly elected members will usually be offered the facility to complete a PDP within three months of taking up office.

If you would like to discuss any individual support or requirements please contact Susan Pickup in the Democratic Services Team on 01706 244598.

9. What resources have we got available?

There are a number of resources that help deliver support for member learning and development:

The Annual Training Schedule 2006/07

The Council provides an annual schedule of training events, which aims to meet key priorities for development. The schedule comprises a mixture of service related development themes and events designed to develop specific skills for councillors. These Key Events comprise development sessions delivered locally within the Council and are facilitated by both Council officers and external training providers.

Sessions within the Annual Training Schedule are normally open to all councillors and co-opted Members.

The Annual Training Schedule is agreed by the Member Development Working Group. A copy is sent to all Members of the Council and an up to date version is maintained on the Council's Intranet. E-mail alerts are provided to all Councillors and co-opted members to remind them of scheduled events.

The Member Development Programme

This document contains details of the wide range of facilities and materials available to meet the main priorities identified. The Programme comprises a compendium of development opportunities, ranging from internal Key Events, to external courses and conferences, and aids to self-development such as books and DVDs. The following is a list the types of development tools available:

♦ workshops	♦ information briefings
♦ one-to-one training	♦ e-learning packages
♦ conferences	♦ visits to other authorities and organisations
♦ activities	♦ mentoring and shadowing colleagues or officers
♦ site visits	♦ Key Events in the Annual Training Schedule
♦ external courses	♦ periodicals, books, videos, DVDs, CD ROM
♦ internal courses	♦ examples of best practice
♦ Partnerships	

The Programme is agreed by the Member Development Working Group and is issued each quarter. A copy is sent to all Members of the Council and an up to date version, which includes new events as they arise, is maintained on the Council's Intranet.

Officer support

Whilst Susan Pickup, Member Support Assistant is your first port of call, all members of the Democratic Services team are happy to help you with any queries or development needs that you have. The Democratic Services Team are:

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The Council's ICT Manager provides support for the Members ICT at Home Scheme and Human Resources also assist in the provision of training for members, as appropriate.

Financial support and equipment

A budget of £17,500 has been allocated for member development this year. Responsibility for the budget rests with Human Resources. The Member Development Working Group will review the expenditure each quarter.

Each member has a Council laptop and most members are connected to the Council's ICT system. In the light of a review of the system for remote access to the Council's ICT, newly appointed members will be provided with a broadband connection to the Internet.

10. Member Development Action Plan 2006/07

This Action Plan sets out how the objectives and priorities for the current year will be addressed and how success will be measured.

The actions listed have been informed by a number of sources including:

- Consultation with the political groups on priorities for the year
- Objectives outlined earlier in this Strategy
- Continuation of actions from last years training Programme
- Actions set out in the Council's Corporate Plan
- Common themes emerging from members' personal development plans (PDPs)
- The Progress Assessment Report in February 2006
- The feedback from the Community Leadership Fitness Check

The Action Plan itself will be a 'living document' in that it will be updated regularly by the Member Development Working Group as priorities change and progress is made towards achieving any actions listed.

ACTION PLAN 2006/07

Note: MDWG = Member Development Working Group

General Priorities:

Objective/Priority	Key Activities	Budget considerations	Timescale	Critical Success Factors	Key people involved
1. Provision of a comprehensive Member Development Strategy, Annual Training Schedule and Quarterly Member Development Programme which balances group and individual needs with Council priorities.	• MDWG to consider initial draft Strategy	• Nil	June 2006	• Provision of minimum of 5 days training per member per annum • 10% increase in attendance at training events compared to previous year • Increased knowledge, skills and experience gained by Council members	• MDWG • Democratic Services Team • Chief Executive • HLDS • Head of HR • Lead Member/ Portfolio Holder
	• Report to Cabinet and Council	• Nil	June 2006		
	• Strategy to be published and made available to all Members and discussed as part of PDP	• Printing costs for copies or nil if email/website	July 2006		
	• Review of Annual Training Schedule by MDWG based on Strategy priorities	• £17,500 training budget to address this	September 2006, December 2006, March 2007		
	• Quarterly review of development events to MDWG	• Nil	September 2006, December 2006, March 2007		
	• Quarterly budget monitoring report to MDWG	• Nil	September 2006, December 2006, March 2007		
2. All newly elected Members to be properly inducted into the Council and their role	• Any by-election		On-going	• Members feel comfortable in their role as councillor more quickly • Rossendale's programme being recognised as example of good practice • Encourage more candidates to stand for office	• MDWG • Democratic Services Team
	• Local election 2006		May 2007		
	• Ongoing review of induction programme and mentoring scheme with MDWG	• Nil	April 2007		

Objective/Priority	Key Activities	Budget considerations	Timescale	Critical Success Factors	Key people involved
3. All Members to be able to maximise their use of the Council's ICT system to assist them in their role and their development	• Review provision of documents sent to Members by hard copy	• Probably printing savings	September 2006 March 2007	• Members becoming e-champions and more accessible to constituents • Faster access to documents • Possible cost savings	• MDWG • Democratic Services Team • ICT Manager
	• Promotion of electronic members' enquiry database and use of information to improve service delivery	• Nil	March 2007	• Out of hours facility for logging queries • Meet targets for response times to members' enquiries • Information to be monitored quarterly • Increased public satisfaction with members • Performance information available to O&S	
	• Roll out of ICT at home facilities to all Council members	• Possible training costs to be met from Member training budget	August 2007	• Members to have access to IT at home • Members to develop skills to utilise ICT effectively	
	• Development and quarterly review of Members' Area on Intranet (accessibility, links etc)	• Nil	September 2006, December 2006, March 2007	• Improved access to key documents • More timely information on ward/corporate issues • Development of the Mayoralty	
	• Members to have access to structured ICT training and informal sessions	• Possible training costs to be met from training budget	March 2007	• Members to be confident in their use of ICT • 10% of members to undertake ECDL	

Objective/Priority	Key Activities	Budget considerations	Timescale	Critical Success Factors	Key people involved
4. Annual review of member development needs and maintaining PDPs based on individual need and preferred learning style	• PDP appointments to be scheduled for new councillors	• Some individual development costs	July/August 2006	• 75% of new Members to have developed own Personal Plan	• MDWG • Democratic Services Team • HLDS
	• Review of uptake with MDWG	• Nil	September 2006		
	• PDPs to be offered biennially	• Staff time	On-going	• 75% of all Members to have developed own Personal Plan	• Democratic Services Team
	• Questionnaire and workshop to assess 2007/08 needs	• Nil	December 2006	• 50% members to respond to questionnaire and attend workshop	• Democratic Services Team
	• MDWG to review and assess future priorities	• Nil	March 2007	• Strategy for 2007/08 developed and agreed by full Council	• MDWG
5. Rossendale being recognised as a lead authority for Member Development	• Report to MDWG on progress on NW Charter	• Nil	September 2006 December 2006	• Award of Member Development Charter • Speaking at external conferences • External recognition as Rossendale as lead authority • Constituents' confidence in local councillor	• MDWG • Democratic Services Team
	• Re-assessment visits from North West Employers	• Nil	On-going		
6. Empower Members to undertake effectively their community leadership role. Listen–Action–Feedback (LAF) continued…	• Embed strong corporate and ethical governance	• Nil	March 2007	• Members clear about their roles and responsibilities	• HLDS • Democratic Services Team • Head of Community and Partnerships • Democratic Services Team
	• Review role of the Council	• Nil	March 2007	• Innovative ways of working developed • Increased public attendance	
	• Review operation of Area Forums	• Nil	March 2007	• Appropriate structures developed • Increased public attendance	

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Objective/Priority	Key Activities	Budget considerations	Timescale	Critical Success Factors	Key people involved
…continued 6. Empower Members to undertake effectively their community leadership role. Listen–Action–Feedback (LAF)	• Review of partnership working	• Nil	March 2007	• More effective liaison between Council and partner organisations	•
	• Consider councillors newsletter	• Nil	November 2006	• Increased feedback to residents about ward actions	
	• Facility for sharing learning	• Nil	December 2006	• Best practice shared across all wards	
	• Develop system of gathering intelligence from wards	• Nil	January 2007	• Local issues are reported and acted upon	
	• Conduct ward visits	• Nil	February 2007	• Councillors and officers acquire baseline information	
	• Provide workshop on ward working	• Nil	March 2007	• Councillors understand process of gathering intelligence and feedback	
	• Adoption of Community Leadership Statement and Action Plan	• Nil	March 2007	• Planned implementation of the Council's community leadership role	
	• Involvement with Youth Council	• Nil	March 2007	• Greater engagement of young people in the democratic process	
	• Delivery of Community Engagement and Involvement Strategy	• Nil	March 2007	• Democratic Services and Members fully integrated into delivery of the Strategy • Increase turnout at elections	
	• Know your ward councillor	• Nil	August 2006	• 25% of residents to know who their councillor is	

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Specific Learning/Development Priorities 2006/07:

As a result of the PDP process undertaken in Summer 2005, a Training Needs Analysis was provided by the I&DeA, which shaped the priorities in the 2005/06 Strategy. These priorities have been refreshed for 2006/07 following consultation with the Member Development Working Group.

(Please see the Annual Training Schedule 2006/07 and Quarterly Member Development Programmes for details of forthcoming specific events/resources available to address these priorities).

Objective/Priority from 2005 PDP Analysis	Key Areas			
	OBJECTIVES FROM 2005 PDP ANALYSIS			
Executive and Leadership Development	• Develop role as Cabinet Member		• Executive Team training	
	• Strategic issues affecting Cabinet		• Making informed decisions	
Scrutiny and Challenge	• Chairing scrutiny meetings		• Develop procedures, processes and techniques	
	• Scoping scrutiny reviews		• Making use of call-in procedures	
	• Questioning skills		• Providing constructive and effective opposition	
Community and Local Leadership	• Communicating with all sections of the community		• Making the most of partnerships and working with community bodies	
	• Working with the community/local leadership/role in area forum		• Working with neighbouring authorities	
	• Being an effective councillor/running surgeries/satisfying constituents		• Reporting public concerns (within structures)	
	• Workings of the Local Strategic Partnership and promoting Rossendale		• Leadership skills - taking the chair	
Other Council meetings and related skills including Regulatory and functional areas	• Licensing		• Licensing Reforms/Gambling Act	
	• Development Control		• Emergency planning	
	• Planning policies		• List of Employees and contact details	
	• Key regulatory skills/updates		• Employment and Appeals	
	• Housing policy supporting Development Control		• Rules of Natural Justice	
	• Developing tourism		• New look Lancashire Local	
Council Modernisation and new Constitutional arrangements and understanding new policy and procedures	• Council protocols/procedure		• Policy making procedures	
	• The Council 's Constitution and updates on changes (policy/legislation/procedures)		• Rehearsing full Council	

Objective/Priority	Key Areas	
	OBJECTIVES FROM 2005 PDP ANALYSIS	
Performance Management	• Member and officer roles in performance management	• The Comprehensive Performance Assessment (CPA) process
	• Use of BVPI's	• Other inspection regimes.
Information and Communications Technology (ICT) training	• Communicating electronically	• Using the Internet
	• Producing newsletters	• Using e-mail
	• ICT skills training and one to ones	• File management
	• Developing Members own websites/pages	• Members' Portal
	• Guidance on use of laptops	• ECDL
	• Using word processing packages	
Business management and general meeting skills	• Listening/questioning/constructive challenging	• Speed reading skills
	• Chairing meetings	• Setting up filing systems
	• Time management/prioritisation skills	• File management
	• Assertiveness/making contributions in meetings	
Communication skills	• Speaking in large groups/public speaking/presentation skills	• Customer (constituents) service skills
	• Negotiating/influencing skills	• Report writing
	• Assertiveness skills	• Communicating political values
Surgery and related skills	• Running effective surgeries	• Handling conflict and aggression
	• Questioning/counselling skills	• Campaigning skills
	• Handling difficult people	
Media Relations	• Engaging the press/media training	• Giving press releases and statements
	• Understanding of the media	• Giving media interviews

Objective/Priority	Key Areas	
	CORPORATE IMPROVEMENT PRIORITIES AND OTHER CORE SKILLS	
Corporate Improvement Priorities	• Embedding our Customer Promise (Customers)	• Delivering Regeneration across the Borough (Economy)
	• Street Scene and Liveability Strategic Partnership (Environment)	• Revenues and Benefits Strategic Partnership (Partnerships)
	• Promoting Rossendale (Economy)	• Enabled by Financial Management (Improvement)
	• Enabled by Implementing the Member Development Strategy (Community Network)	• Enabled by Implementing the Human Resources Strategy (Improvement)
Budgets, finance and risk management	• Capital spending	• Understanding the budget process/public finance
	• Risk management	
Ethical Governance	• Code of Conduct for Members	• Data Protection
	• Member/Officer Protocol	• Declaring interests
	• Freedom of Information	
General issues and knowledge	• Equality and disability	• Information about Council departments
	• Community safety/crime and disorder	• The Council's Masterplan
	• Environmental issues	• Information on outside bodies
	• Health and safety	
Induction of new members	• Induction session with Chief Executive and Heads of Service	• Introduction to ethical governance framework
	• Access to an Induction Pack	• Introduction to ICT support

KEY:

HIGH PRIORITY (identified by more than 4 Members)	*(GOLD)*	MEDIUM PRIORITY (Identified by 3 - 4 Members)	*(SILVER)*	LOW PRIORITY Identified by 1 - 2 Members	*(BRONZE)*	CARRIED FORWARD FROM 2005/06	*(GREEN)*	ADDITIONAL PRIORITIES FOR 2006/07	*(BLUE)*

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