

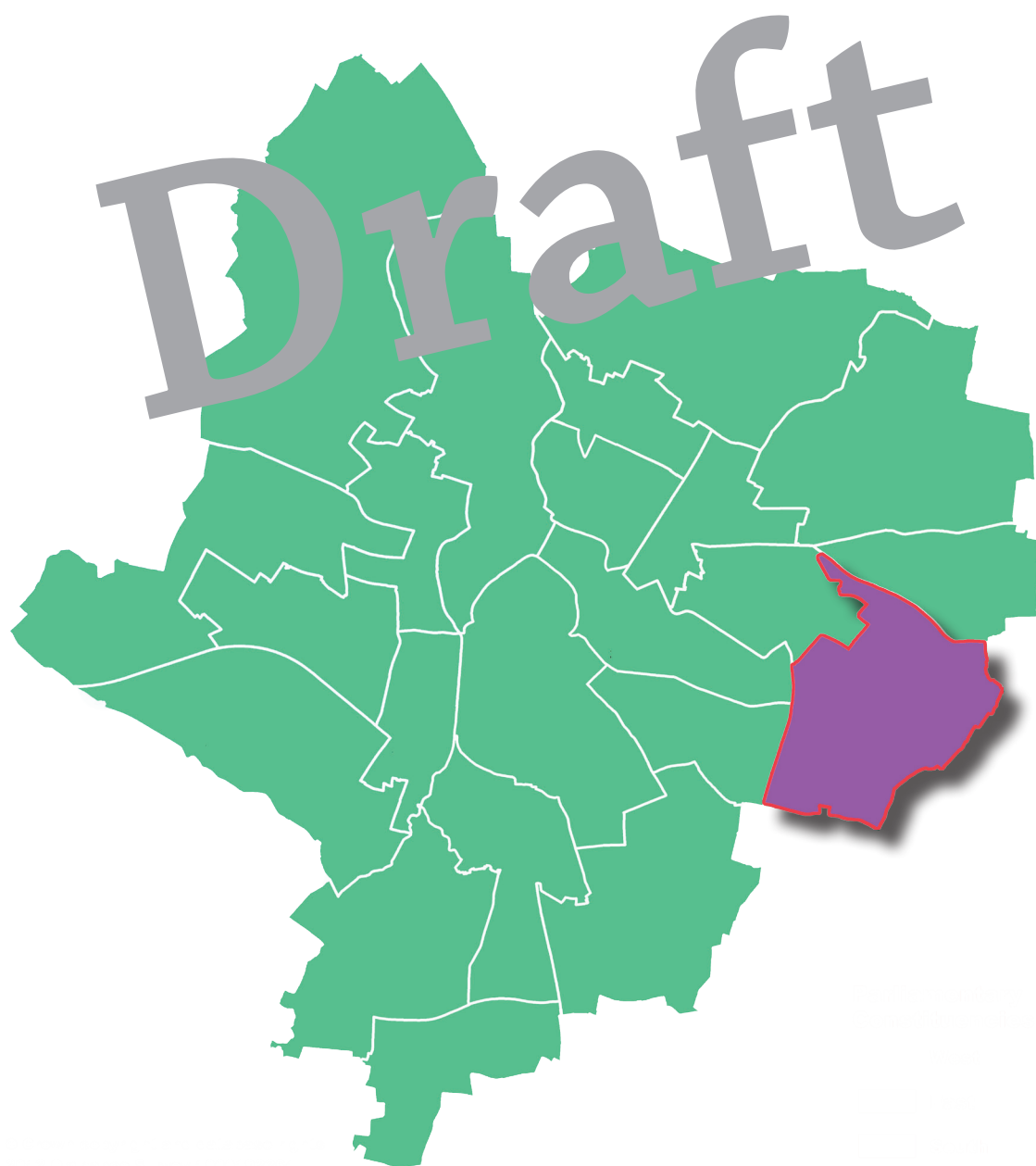


Leicester City Council Councillor Guide

- ward community meetings
- ward community budgets
- community engagement

Cllr Deepak Bajaj, Labour
Cllr Baljit Singh, Labour

Evington



Introduction

Purpose of this guide

This handbook has been designed to provide ward councillors with an overview of the basics of planning and managing ward community meetings. It also offers advice and guidance on ward community budgets.

Additionally, there is clarification on the roles and responsibilities of councillors, partners and officers in relation to ward community meetings.

There is also a section on communications and training, which has been designed to help you make the most of internal resources.

This handbook is part of the ward community meeting improvement project, the overall objective of which is to encourage effective and non-bureaucratic local engagement between ward councillors, key services and local residents.

One of the core elements of this objective is to make ward community meetings less formal and more accessible to members of the public.

Councillors should note that this handbook is intended as a guide only and that all suggestions and advice can be tailored to suit the needs and aspirations of individual councillors and wards.

Evington population overview (December 2012)

Number of residents in ward: 11,850

Number of households in ward: 4,372

Social groups	%
A Middle income families living in moderate suburban semis	27
B Residents with sufficient incomes in right-to-buy social housing	14
C Long term residents with strong local roots	13
D Owner occupiers in older-style housing	12
E Successful professionals in suburban or semi-rural homes	12
F Active elderly people in retirement locations	6
G Couples and young singles in starter homes	4
H Elderly people reliant on state support	4
I Wealthy people living in sought after neighbourhoods	3
J Families in low-rise social housing with high levels of benefit need	3
K Young, well-educated city dwellers	2

Contents

Page

Ward community meetings

Purpose	4
Planning and promotion	4
Attendance	4
Preparation for the meeting	4
Format options	4
Action logs	4
Venues	5
Conduct guidance	5
Post evaluation	5
Patch / community walks	5
Community Budgets	5

Roles and responsibilities

Councillors	6
Senior council officers	6
Local partnerships	6
Democratic services officers	7
Community engagement officers	7

Communications and training

Communications / marketing	8
Training and development	8

Resources

Parliamentary constituencies	9
Useful links	10
Key contacts	11

Local ward information

Local facilities / council buildings	12
Local schools	12
Ward community meeting venues	12

Appendix A - ward community meetings (room layout options)	14
Appendix B - conduct guidance	15
Appendix C - key principles for members considering applications	16
Appendix D - guidelines for assessing individual ward budget applications	17
Appendix E - senior officers	18
Appendix F - partnerships (joint action groups)	18
Appendix G - communications / marketing	19
Appendix H - training and development	21

Ward community meetings

Purpose

Ward community meetings inform residents and community groups about relevant issues and help gain feedback about what is happening in the area. Everyone is welcome at ward community meetings.

They are informal events and although they have no decision making powers they provide an opportunity for residents to meet councillors, officers and people from other organisations to help shape and improve local neighbourhoods.

As a ward councillor, you are able to determine how individual meetings are run. This guide sets out general principles and provides a few ideas for you to consider.

The ward meetings provide opportunities for consultation, two way communication and problem solving. They are an ideal way for council and other public services to seek resident and service users' ideas and feedback.

Planning and promotion

To ensure effective promotion of ward community meetings it would be helpful if dates and times are confirmed at the beginning of the municipal year.

Information will be posted online on the council's website and also on posters that will be displayed in key locations throughout all city wards.

Attendance

The meetings are chaired by a ward councillor and supported by officers and external partners (chairing arrangements are usually agreed in advance between ward councillors). Typically, this would include:

- Democratic service officers
- City wardens
- Housing officers

- Highways and transport officers
- The Police and others as appropriate.

Preparation for the meetings

Agenda items will have been decided in advance of the ward meeting itself, with ward councillors being informed of any late amendments or additions by a democratic services officer or the lead officer responsible for ward community meetings (see page 7).

Format options

There are various options available for meeting layouts, which can be tailored to suit individual wards and venues.

Traditionally, this would involve a top table for councillors and officers, with either a cafe, theatre or boardroom style layout 'on the floor' for members of the public.

However, you also have the option of using less formal seating arrangements (i.e. with councillors and officers 'on the floor' with members of the public rather than on the traditional top table).

Obviously, seating arrangements would depend on limitations of the room and seating and table options on the day.

See Appendix A (page 14)

Action logs

Action logs capture issues raised at the meeting and are taken by a democratic services officer and distributed after the meeting to those in attendance.

An allocated officer will be responsible for following up on any actions, with progress relating to the issue appearing on the next ward community meeting's agenda.

Action logs, along with the dates and venues for future ward community meetings, will be published on the council's website at www.leicester.gov.uk/communitymeetings

Ward community meetings

Venues

It's important to choose a venue that is DDA (Disability Discrimination Act) compliant to ensure that it is accessible to everyone. The venue should also be easy to reach (on a bus route ideally) and large enough to accommodate your audience.

Conduct guidance

A3 posters promoting conduct guidance are available for display at ward community meetings. See Appendix B (page 15)

Post evaluation

Councillors, officers and residents are encouraged to fill in a simple evaluation form so that the meeting can be reviewed and improvements made as necessary.

These can be handed in at the end of the meeting or completed online at:

- <http://insite/wcmproject> (councillors and officers)
- www.leicester.gov.uk/wcm (members of the public)

Patch / community walks

Patch walks give residents the opportunity to become involved with the improvement of their local area. They can be used to either supplement or replace ward community meetings.

They also provide you with an opportunity to see issues as residents see them, hearing at first hand ideas for improvement whilst getting advice and suggestions from the police, grounds maintenance staff, etc.

Depending on the size of your ward, it may be necessary to conduct several different walks to cover the whole ward.

Plan the walk well in advance, and promote the event locally to ensure residents are aware of the route and timings. Involve partners, local council staff and residents.

Consider including a visit to local facilities (library, youth club, sports centre, community centre, residents' association, etc).

There is also the potential to include an Action Day as part of the community walk, with housing staff, city wardens and local residents taking part in a publicised graffiti removal / estate cleaning exercise.

Above all, remember that this is about taking the ward community meeting to residents, rather than asking them to come to you, so it's important to be flexible.

Actions

During the patch walk, it is helpful to have an officer to take notes on any concerns raised and ensure that appropriate action is taken to resolve them.

Community budgets

Each ward has funding that can be awarded to support local people, community groups and organisations in delivering projects that benefit the local community.

Applicants complete a funding application form (available on the council website). This information enables you to decide if you wish to support the bid. Extra information can be requested from applicants and you may wish to ask them to attend a ward community meeting to discuss or present their bid.

All ward meeting applications and decisions on applications must be recorded in public. This is achieved either through a record of a ward community meeting (minutes or action notes) or through on-line publication of applications and decisions made.

It is important that funding is spent throughout the year to avoid large carry forwards and/or loss of funding.

See Appendix C and D (pages 16/17)

Councillors

A few key tasks you should consider in relation to your ward community meeting:

Planning the meeting

- Identify and agree at least four ward meeting dates for the financial year
- Develop and suggest appropriate agenda items and encourage officers, key partners and stakeholders to submit potential topics
- Discuss the logistics of potential venues and room layout with your democratic services officer
- Arrange for a pre-agenda meeting to discuss the action log of the previous meeting, new agenda items and budget bids. This will determine which council officers need to attend the meeting to present reports, provide advice or feedback, etc.
- Consider and request the attendance of all relevant external speakers or stakeholders
- Discuss options for publicity and marketing of the meetings with the communications team

● Ensure printed publicity material is distributed with your ward

- Promote the community budget scheme and consider and approve funding bids in line with criteria

Post ward community meeting

- Liaise with the democratic services officer and/or community engagement officer to ensure that items discussed at the meeting were accurately recorded on the action log and that they are followed through in a timely manner for reporting back to the next ward meeting
- Ensure that any issues you personally volunteered to undertake are dealt with adequately
- Request the democratic services officer to arrange a debriefing session with relevant officers/stakeholders if required
- Liaise with the community engagement officer about any issues or concerns raised at the meeting

Senior council officers

All directors are encouraged to attend and observe ward community meetings on occasion to ensure that ward councillors are adequately supported via front-line service officers and to maintain an overview of issues arising at ward level.

The senior management structure chart can be downloaded at:
www.leicester.gov.uk/seniormanagementteam

For further information on council structure, see Appendix E (page 18)

Local partnerships

The council works extensively with a number of external organisations and groups in partnerships that help the council deliver improved services for the people of Leicester.

An overarching partnership is the City Partnership Board which is chaired by the city mayor. Membership includes partner organisations from the public, private and voluntary sectors.

Further information can be found at:
leicester.gov.uk/citypartnership

Another example of good partnership working is the Joint Action Groups (JAGs) which are community level multi-agency forums that deal with community safety issues.

Working within JAGs, elected Members play a valuable role in being part of the problem-solving process for local community safety concerns.

See Appendix F (page 18)

Officer support

This section provides brief details of the key roles of the democratic services officer and the community engagement officer for ward community meetings.

These officers will work with you to ensure your meetings run smoothly, and ensure that decisions are recorded and acted on.

They will also advise you on:

- How the meeting fits within the council's processes
- What works in other areas in terms of successful meetings

- Procedures that should be followed
- Who the most appropriate officers and partners are to get things done

Both officers work closely together and often will share a task if time is an issue to ensure the meeting is a success.

The key difference between the two roles is that the democratic services officer's main focus is the processes for the meeting itself, whilst the community engagement officer concentrates on ensuring that agreed actions are implemented and that grant applications are processed correctly.

Democratic services officers

Democratic services officers perform the duties of a committee clerk for the meeting. However, at a ward community meeting their role is much wider than for formal meetings of the council. Their key roles include:

- Being your main adviser on how the meeting should operate
- Advising you of the normal cycle for meetings and helping you find dates for meetings
- Arranging agenda meetings where you decide what you want to include on the agenda
- Making arrangements for the main meeting, (booking venues and arranging refreshments, etc)
- Helping to ensure the whole community is able to access the meeting
- Discussing how you would like the meeting room set out and making sure this happens
- Preparing and distributing the paperwork for both the main and agenda meetings
- Preparing the action log for the meeting recording what was agreed, and assisting the community engagement officer to follow up actions, etc.
- Advising on procedure at the meeting

Community engagement officer

This role is unique to ward community meetings and recognises that you may wish to receive support in planning and directing the work of your meeting and making sure that any action agreed is taken. Their key roles include:

- Liaison with partners and council officers to ensure they participate in meetings as needed
- Provide advice on possible agenda items
- Advising you on communicating the work of the meeting and arrangements for forthcoming meetings, including ensuring that electronic publicity material is distributed
- Advising and updating you on community meeting best practice across the city and in other areas
- Assisting you in ensuring that your ward community budget is spent in a transparent way that benefits the community and that payments are made in timely manner and conform to the council's financial rules
- Ensuring that you and the meeting are kept up to date on progress on previously agreed actions
- Ensuring that decisions are followed up, acted upon and reported back to you and the meeting.

Communications / marketing

Making communications accessible does not mean that we need to dumb down the information.

The easiest way to improve communications is to use plain English. This applies whatever medium you are using.

The most important thing to think about is your audience and how they prefer to receive information and communicate their views and opinions.

The marketing and communications team are able to provide advice and guidance on how to promote and publicise projects and events within your ward.

See Appendix G (pages 19-20) for a brief overview of the different marketing and communication channels that are available to you.

Please contact the marketing and communications team for advice and guidance. See page 16 for contact details.

Training and development

The city council's corporate workforce development team offer a range of training options to councillors to help develop their skills in the following areas:

- Chairing meetings / engaging with others
- Collaborative working
- Analysis / handling data / performance management / policy development
- Self awareness/ improvement

The corporate workforce development team also offer a series of online courses entitled Modern Councillor.

Contact the corporate workforce development team for advice and further information.

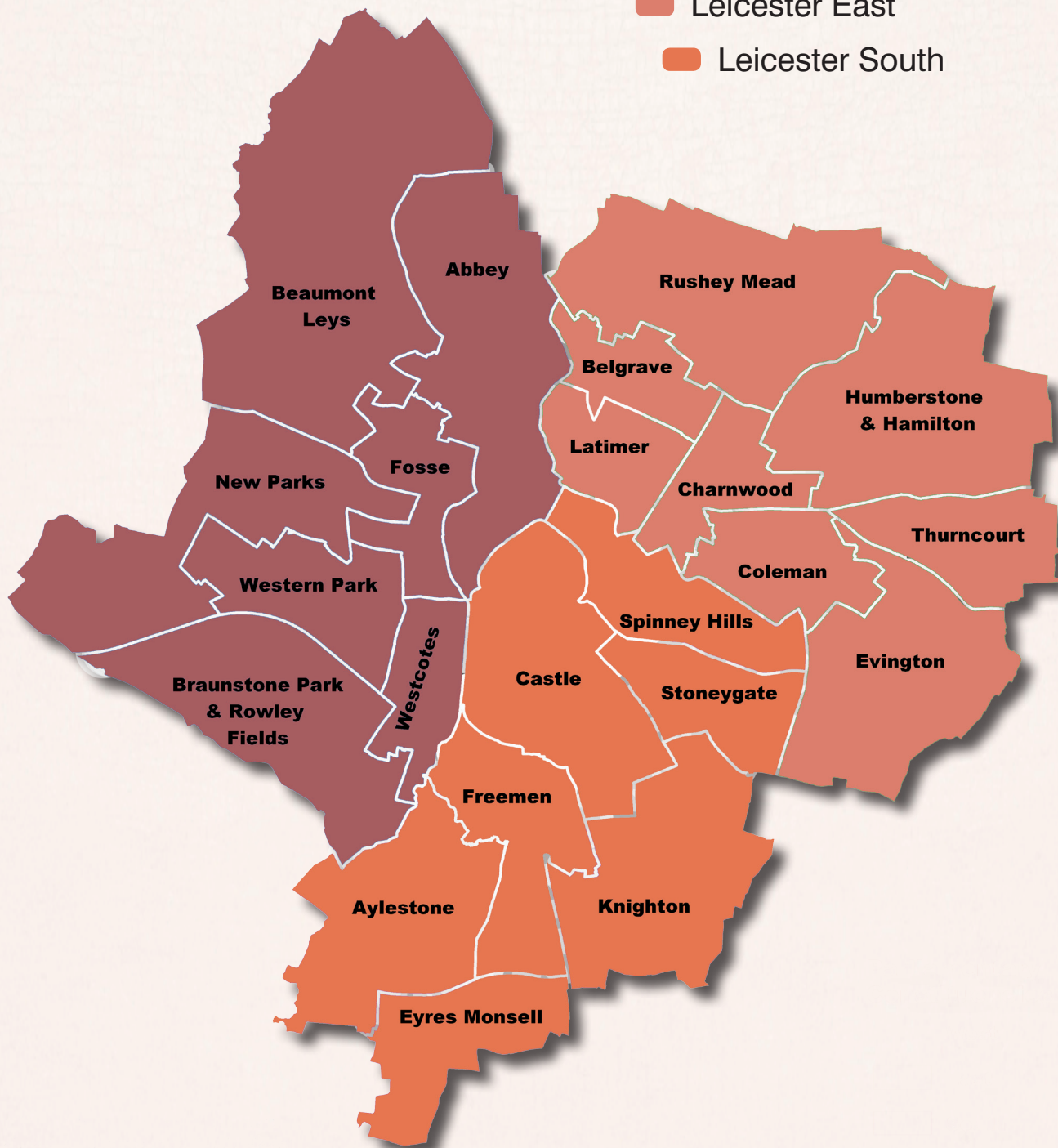
Tel: 0116 252 7095 (29 7095), email: corporateworkforcedevelopment@leicester.gov.uk

See Appendix H (page 21)



Parliamentary constituencies

- Leicester West
- Leicester East
- Leicester South



Useful links

External

Leicester city council	leicester.gov.uk
Ward community meetings	leicester.gov.uk/communitymeetings
Council consultations	www.leicester.gov.uk/consultations
Senior management team	leicester.gov.uk/seniormanagementteam
City mayor	citymayor.leicester.gov.uk
Visit Leicester	leicester.gov.uk/visitleicester
Electoral commission	electoralcommission.org.uk
Gov.uk	gov.uk
Police and crime commissioners	leics-pcc.org
Leicestershire police	leics.police.uk
Police (local crime stats, contacts, etc)	police.uk

Internal

To access the intranet from an external, non-council computer, you will need to log in at: <https://portal.leicester.gov.uk>

Insite	http://insite
Marketing and communications	http://insite/candm
Corporate identity guidelines	http://insite/corporateidentity
Senior management structure chart	http://insite/seniormanagement
Corporate training	http://insite/corporatetraining



Key contacts

Automated switchboard

To be used when you know the name of the person you want to speak to
0116 252 6030 (29 6030)

Communications

Communications and digital media team
B7, New Walk Centre
Tel: 0116 454 4169 (37 4169)
Email: face@leicester.gov.uk
Web: <http://insite/communications>

Community engagement officer

Angela Martin
B6, New Walk Centre
Tel 0116 252 6015 (29 6015)
Email: angela.martin@leicester.gov.uk

Democratic services

Democratic services officers
Town Hall
Tel: 0116 229 8855 (29 8855)
Email: members.services@leicester.gov.uk
Web: <http://insite/democraticservices>

IT / computer support services

IT support centre
Tel: 0116 252 8888 (29 8888)
Email: it-support-centre@leicester.gov.uk
Web: <http://insite/ictsupportcentre>

Marketing and promotions

Marketing and brand management team
A12, New Walk Centre
Tel: 0116 252 7335 (29 7335)
Email: LCC-marketing@leicester.gov.uk
Web: <http://insite/marketing>

Press desk

Communications and digital media team
B7, New Walk Centre
Tel: 0116 252 6398 (29 6398)
Email: pressdesk@leicester.gov.uk
Web: <http://insite/communications>

Training and development

Corporate workforce development team
A7, New Walk Centre
Tel: 0116 252 7094 (29 7094)
Email: corporateworkforcedevelopment@leicester.gov.uk
Web: <http://insite/corporatetraining>

Website and social media

Communications and digital media team
B7, New Walk Centre
Tel: 0116 252 6098 (29 6098)
Email: digitalmedia@leicester.gov.uk
Web: <http://insite/digitalmedia>



Local ward information

Council facilities / offices

Evington Library, 200 Evington Lane, LE5 6DH	0116 221 1286
North Evington SureStart, 315 Gwendolen Road, LE5 5FP	0116 292 4556
Evington Leisure Centre, Downing Drive, LE5 6LP	0116 299 5575
Evington Park House, Cordery Rd, The Common, LE5 6DE	0116 273 7726

Local schools

Ash Field Academy Trust, Broad Avenue, LE5 4PY	0116 273 7151
City Of Leicester College, Downing Drive, LE5 6LN	0116 241 3984
Judgemeadow Community College, Marydene Drive, LE5 6HP	0116 241 7580
Krishna Avanti Primary School, Spencefield Lane, LE5 6HN	07812 586 790
Linden Primary School, Headland Road, LE5 6AD	0116 273 8435
Oaklands School, Whitehall Road, LE5 6GJ	0116 241 5921
St Pauls Catholic School, Spencefield Lane, LE5 6HN	0116 241 4057
Whitehall Primary School, Whitehall Road, LE5 6GJ	0116 241 3087

Potential ward community meeting venues *

Judgemeadow Community College, Cafe Area, Marydene Drive, LE5 6HP	0116 241 7580
Evington Park House, Cordery Road, LE5 6DE	0116 273 7726
St Joseph's Parish, Pastoral Centre, 12 Goodwood Road, LE5 6SG	0116 241 5159
Leicester General Hospital, Sports and Social Club, Gwendolen Road, LE5 4PW	

* Please note, these are venues that have been used for previous ward community meetings. Other venues are also available within the ward.

Appendix contents

Page

Appendix A - ward community meetings (room layout options)	14
Appendix B - conduct guidance	15
Appendix C - key principles for members considering applications	16
Appendix D - guidelines for assessing individual ward budget applications	17
Appendix E - senior officers	18
Appendix F - partnerships (joint action groups)	18
Appendix G - communications / marketing	19
Appendix H - training and development	21

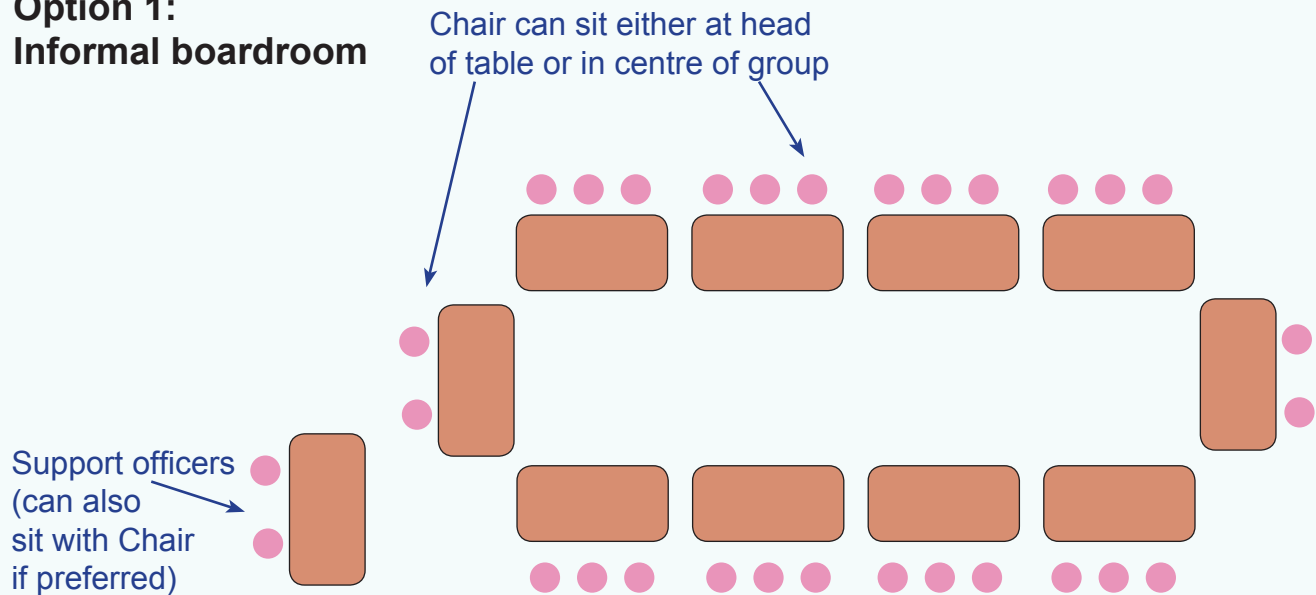
Appendix A Ward community meetings

You have the option of allocating 15 to 30 minutes prior to the meeting for residents, councillors and officers to network, or for the meeting to host an 'information fair' where stalls can be set up to display presentations.

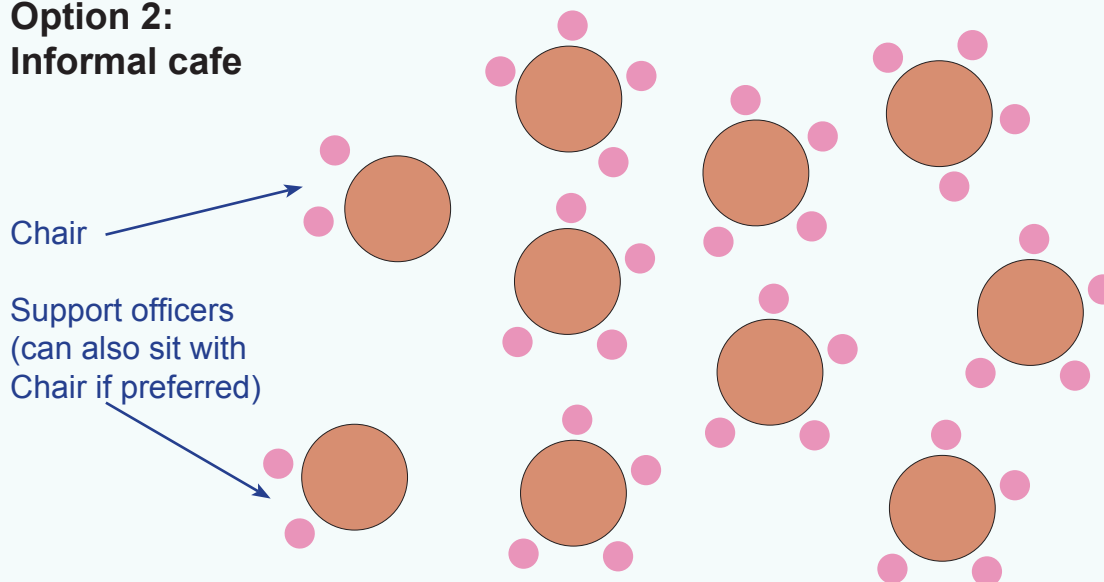
You also have the option of arranging a community 'patch walk' in place of a formal ward community meeting if you wish (see page 5).

Possible alternative room layouts for ward community meetings

Option 1: Informal boardroom



Option 2: Informal cafe



PLEASE NOTE: these options are suggestions only, and that consideration should be given to the layout of the room and the type of seating and tables available before committing to a specific seating plan.



Appendix B Ward community meetings

Ward community meetings

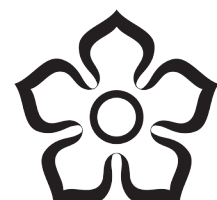
Conduct guidance

In order to ensure the success of today's ward community meeting, everyone attending is kindly asked to comply with the following arrangements:

- Respect the views of others
- Keep to the agenda
- One person speaks at a time
- Keep disruption to a minimum (mobile phones on silent and no side discussions)

If anyone does not comply with the guidance, they will be warned that they could be asked to leave the meeting.

your community, your meeting



Leicester
City Council



Appendix C Ward budget funding

Key principles for Members in considering budget applications

Members will:

- 1) Have responsibility for final decisions on applications under £500. These decisions may be made and signed off on a fast-track basis between meetings where urgency is proved (and recorded as part of minutes/action notes or on the website). All ward councillors must be in agreement for such 'fast track', the only exception being where a ward councillor is not contactable (for example due to holidays or ill health);
- 2) Applications must have the support of both ward councillors in two member wards, and the majority of councillors in three member wards to be agreed. Where ward councillors cannot come to such an agreement and are in dispute about any bid they must put the application and their views in writing to the assistant city mayor with responsibility for ward community budgets. The assistant city mayor will then take the final decision after taking into account all relevant information. Their decision will be final and there will be no right of appeal.
- 3) If submitting applications in their own name ward councillors should make sure this is based on evidence of why the project is needed, ensure that the application is discussed at a ward meeting and recorded in the action log of that meeting, and that an evaluation is completed at the end of the project. These applications need to be reviewed and signed off by the assistant city mayor regardless of whether they are above or below £500;
- 4) Make recommendations to the appropriate assistant city mayor for all applications above £500. This recommendation must come from a majority of ward councillors in three member wards or from both ward councillors in two member wards;
- 5) Encourage participation in budget discussions by residents at ward meetings, noting that decisions and recommendations remain the preserve of councillors;
- 6) Ensure recommendations relating to all ward budget applications are publically recorded, for example made at the relevant ward or budget meeting whether the outcome is positive or negative. All recommendations, whether positive or negative will be recorded as part of the minutes/action notes or on the website.
- 7) Only consider budget applications that have been received at least ten working days before the meeting;
- 8) Ensure adherence to all applicable council policies and procedures including financial procedure rules and contract procedure rules;
- 9) Commit funding only up to the amount delegated to the ward meeting each year. Members cannot commit funding from the next financial year;
- 10) Consider introducing any other criteria at the beginning of the financial year particular to their ward that might not be covered in this guidance. This might include:
 - a) Ring fencing a percentage of the ward budget to address certain key priorities in the ward for example, services for young people, community safety initiatives
 - b) Setting an upper threshold for bid amounts to allow as many recipients to be successful as possible
 - c) Allocating a portion of funding towards publicity and promotion of the ward community meeting and budget.
 - d) Consider the extent to which they will support repeat activities (such as annual events), possibly noting the importance of financial sustainability and for applicants to not become too dependent on ward budget funding for their project.

Appendix D Ward budget funding

In assessing individual ward budget applications, the following guidelines apply:

Members will not fund:

- 1) The buying of land or buildings
 - 2) Investment in refurbishment or decoration where future maintenance costs cannot be met
 - 3) Day-to-day staffing costs for an organisation (this does not preclude funding one off staffing costs for events etc)
 - 4) Projects that involve or promote gambling
 - 5) Projects that are asking for funding retrospectively
 - 6) Exclusively religious activity (this does not preclude funding inclusive celebratory activities - eg Christmas or Diwali parties - or funding relating to venues that are available for community use - eg church halls)
 - 7) Activities that could be construed as political (this includes funding lobbying activities and activities intended to influence political decisions - for example campaigns against facility closures)
 - 8) VAT costs where the applicant is VAT registered (ie recoverable VAT)
 - 9) Projects that would require funding to be committed from more than one financial year
 - 10) 'City wide' bids which would be typically characterised by bids which ask for joint funding from more than three wards
- No bids for joint funding from more than three wards are generally put forward to members for consideration as they are deemed not ward/local area specific enough

Members should not fund:

- 1) Applicants who are individuals for grants above £500; these should be for organisations only
- 2) Applications that do not have an obvious benefit for the ward or local area
- 3) Projects where the applicant has not returned receipts and evaluation forms for projects previously funded through the ward meeting
- 4) Projects where funding would displace funding received from other sources. This includes council activities. However where the activities / works are supplementary to the core service delivery or are of such a low priority in terms of planned schemes that they would not be done within the next three years, use of ward budgets will be permissible
- 5) Applications where they feel that not enough information is being provided by the applicants following requests
- 6) Employment of anyone in a consultancy capacity outside of the council's normal procedures for the hiring of consultants.

Appendix E Roles and responsibilities

Senior officers

The city council has four departments:

- Adult social care, health and housing
- Children’s services
- City development and neighbourhoods
- Corporate resources and support

Each department is headed up by a strategic director who is responsible for overseeing the strategic direction and priorities of the department, for managing resources across the department and for ensuring delivery against corporate priorities.

Strategic directors have overall accountability for service performance and delivery.

Within each department are a number of divisions each headed up by a divisional director.

The divisional directors are responsible for operational management, including staff and budgetary management across a range of services and they are supported by heads of service to do this.

Normally, local issues can be dealt with effectively by staff working in the local area as outlined earlier in this section.

However if you have a particularly difficult or contentious issue in your ward arising through the ward community meeting process you may want to contact the relevant head of service or divisional director for advice and guidance.

All directors are encouraged to attend and observe ward community meetings on occasion to ensure that ward councillors are adequately supported via front-line service officers and to maintain an overview of issues arising at ward level.

Further information on the senior management structure can be found at: www.leicester.gov.uk/seniormanagementteam

Appendix F

Partnerships - Joint Action Groups

Call Insp Richard Toone on 101 for further information and dates/times of meetings

JAG	Beaumont Leys	Hinckley Road	Keyham Lane
wards covered	Abbey Beaumont Leys New Parks	Braunstone Park / Rowley Fields Fosse Westcotes Western park	Belgrave Charnwood Humberstone / Hamilton Latimer Rushey Mead

JAG	Mansfield House	Spinney Hill	Welford Road
wards covered	Castle	Coleman Evington Spinney Hill Stoneygate Thurncourt	Aylestone Eyres Monsell Freeman Knighton

Appendix G Communications / marketing

The easiest way to improve communications is to use plain English. This applies whatever medium you are using.

The most important thing to think about is your audience and how they prefer to receive information and communicate their views and opinions. Options include:

Local media

This includes local newsletters, community radio, city-wide publications such as the Mercury, and regional TV and radio.

It is usually best to contact these organisations yourself if you wish to promote a particular project or event (the marketing and communications team can provide advice and guidance).

The promotion of ward community meetings is part of a corporate plan to encourage increased attendance at meetings across the city. However, as a councillor, you should continue to promote these meetings at a local level whenever possible.

Details of all ward community meetings are published in Link magazine, which is distributed quarterly to every household in the city. Link is produced by the marketing and communications team.

Posters and flyers

Posters and flyers are useful tools for promoting local events such as ward community meetings. A standard template design has been produced to help minimise costs and create a recognisable brand.

Please note that although the marketing and communications team is responsible for the production and update of posters and flyers promoting ward community meetings, distribution of this material is the responsibility of councillors.

The marketing and communications team can also assist and advise on posters, flyers and other promotional material for other events or projects that may be occurring within individual wards.

Face to face / community groups

Many residents prefer face to face communication with councillors and council staff. This can either be on a one-to-one basis or as part of a community group.

It is worth asking local community groups if they would like a councillor (or councillors) to attend their meetings on either a regular or occasional basis, chiefly to allow residents to express views and/or concerns, but also to enable you to provide an update on what's happening in the ward.

It's worth mentioning that this informal method of meeting local groups could be used as an alternative to formal ward community meetings, though one would need to consider the issue of accessibility and inclusion as community group meetings tend to attract niche audiences with specific interests or agendas.

Mailshots

Mailshots are an effective way of distributing letters, flyers, information packs, etc to a large number of households within a particular area.

They are relatively inexpensive and can easily be tailored to reach specific geographical areas. The only downside of mailshots is that people often treat this type of material as junk mail and bin it immediately.

Aside from the design and print of leaflets, flyers, etc, the only other cost would be for distribution (approx. £50 per 1,000 households).

Design, print and distribution can be arranged by the marketing and brand management team (see page 16). Ward community budgets can be used to cover the cost of this.

Appendix G Communications / marketing

Interactive TV

Looking Local is an interactive service that enables people to access a range of council services through their TV or mobile phone.

Councillor details can be found on the system, along with information about ward community meetings.

The internet

Details of ward community meetings are recorded on the council's website

(www.leicester.gov.uk/communitymeetings). Promotional web banners on various Leicester City Council website homepages are used to direct visitors to this information.

You should also consider using local web-based community facilities such as Citizen's Eye (www.citizenseye.org) who's core function is to help promote local community based events and projects.

Emails and databases

Depending on the demographics of your ward, it may be worth offering residents and local community groups the opportunity to sign up for email updates on ward community meetings.

This would involve extending existing databases of interested individuals and groups. This database can be used to send information, invites and updates relating to ward community meetings and other ward-specific events and projects.

The marketing and communications team can advise on the logistics of creating and managing electronic databases.

Social media

Social media is essentially any form of electronic communication that enables individuals and organisations to exchange views and information.

Continued interaction is a key element of social media, as it enables users to engage in extended, open-ended communication and discourse.

The most commonly used social media tools are Twitter, Facebook and YouTube, though there are a myriad of other products available, the vast majority of which are free to access and use.

A few things to consider before setting up a social media account:

- They should be used regularly, as irregular usage inevitably results in a loss of interest
- You need to understand codes of conduct and general etiquette for the different mediums
- Beware trolls – in social media circles, a troll is someone who posts inflammatory, aggressive or abusive comments in order to provoke an emotional response. The general guidance with trolls is to never respond to their comments, as it's more than likely this will lead to further abusive behaviour.

We recommend you seek advice and guidance from the digital media team before setting up a social media account, as they will be able to help you get the best from whichever system(s) you use.

Leicester City Council branding

The council logo should only be used in accordance with set guidelines (see <http://insite/corporateidentity>).

All promotional material (posters, flyers, etc) using the Leicester City Council cinquefoil logo should be approved by the marketing and communications team prior to printing and distribution.

Appendix H Training and development

As a councillor, you are often expected to possess in-depth knowledge and understanding of a wide range of issues and subjects. This can be a daunting experience, particularly if you are new to the role.

Added to this is the high level of skill needed in areas as diverse as running meetings, assessing budgets, public speaking and championing council priorities.

To help you develop the necessary skills required to be a successful and effective councillor, the corporate workforce development team and member's services offer a range of training and professional development options:

- A comprehensive induction programme that spans basic areas of knowledge such as speaking and participating in council, safeguarding and ICT essentials
- Identification of individual learning needs and the creation of an individual development plan reviewed on an annual basis
- One-to-one coaching with qualified coaches providing confidential support to develop skills and confidence
- Access to a range of shared learning opportunities:
 - Legislation and update sessions such as licencing and property policy briefing sessions
 - In-house briefings / workshops delivered by officers
 - Written learning materials (briefing notes)
 - Skills development sessions delivered by both internal and external providers
 - Library with related resources

Modern councillor

There are also a series of online courses entitled 'Modern Councillor' available through the City Learning Pool.

These courses have been designed to provide engaging online learning through a suite of interactive e-learning modules, listed under four sub-headings:

- Induction
- Media
- Legislation
- Community

Further details of how to obtain training are available from the corporate workforce development team on 0116 252 7095 (29 7095) or email: corporateworkforcedevelopment@leicester.gov.uk



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