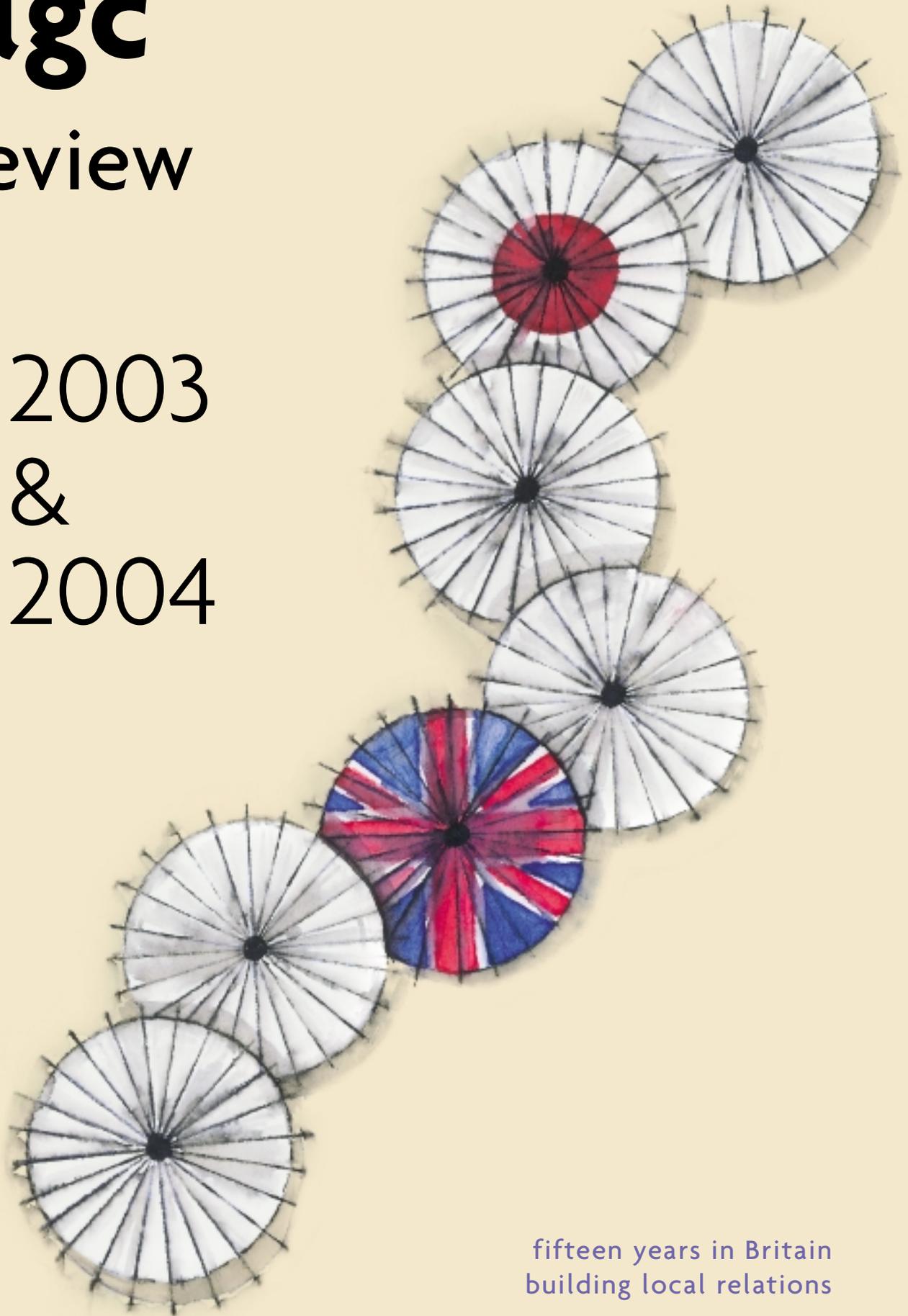


The Japan Local Government Centre • London

# jlgc review

FINANCIAL  
2003  
&  
2004



fifteen years in Britain  
building local relations

## our purpose

*“to promote and strengthen ties between the local government sectors in Japan and the UK/Northern Europe, through our events and exchange programmes”*

*“conduct quality research into topics relevant to local government in Japan”*

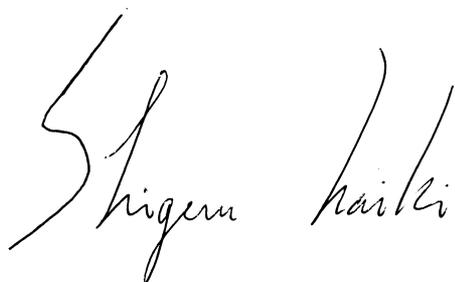
*“facilitate such research as conducted by visiting Japanese public officers”*

To achieve these goals the JLGC staff members research a wide variety of topics, visit local authorities, and facilitate links between local government in the UK/Northern Europe and Japan.

# foreword

I am delighted to present a review of our activities in 2003 and 2004. Over the past two years, the JLGC has been conducting research into local government in the UK and northern Europe, and facilitating research visits by Japanese public officers in the UK. Our commitment to research has enabled us to publish many reports during the past two years on British and European local government systems. We have also been continuing our exchange programmes, sending officials from the UK to Japan and vice versa. The cooperation and assistance of many authorities across the UK and northern Europe has made our work possible and I should particularly like to thank those authorities who have participated in our Japan Study Tours, our Short Term and One Year Trainee Programmes, and staff work placements.

As the Centre enters its sixteenth year, I hope we can move further towards greater cooperation and understanding between our countries in the field of local government, and look forward to serving you in any way we can.



Shigeru Naiki  
Director



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# Japan Day Seminar

The Japan Day Seminar is an annual event organised by the Japan Local Government Centre to raise awareness of Japan and Japanese local government among UK local government officials and related organisations, as well as providing an opportunity for the exchange of ideas and information and creation of lasting links between the two nations, their cities and local governments.

## International Exchange at the City Level

Glasgow • 7 November 2003

The 2003 Seminar was held on Friday 7th November, in Glasgow's Parish Hall on George Square in the city centre. The theme was "International Exchange at the City Level", and the event consisted of presentations on a range of subjects, including Japanese cultural demonstrations.

JLGC Director Akira Ando began the event by giving a short introduction to Japanese local government. This was followed by the Keynote Speaker, George Sneddon, Executive Director of Glasgow City Centre Vision. Mr. Sneddon's fascinating presentation explained the history of Glasgow's remarkable regeneration and focus on tourism since the early eighties.

Next Ian Wall, Chief Executive of the EDI Group, gave an insightful talk on his experiences during the 2003 Japan Study Tour. Keiko Ando then gave a brief demonstration of shodo, or Japanese calligraphy, explaining a little about the three different writing systems employed in Japanese language.



Elizabeth Cameron, The Right Honourable The Lord Provost of Glasgow gave a civic welcome speech, in which she expressed a personal interest in Japan, as well as the desire to promote ties between Scotland and Japan.

The audience was then treated to an enchanting performance of Japanese folk song and dance by award-winning dancer Yoshie Asano. Ms. Asano explained the history of each dance and song to the audience.



Next was the turn of JLGC's Angela Harkness Robertson, who gave a presentation on doing business with the Japanese. Drawing on ten years' experience of living and working in Japan, Ms Harkness Robertson looked at the origins of some main elements of Japanese culture and how they affect current business practice.



The final slot of the day was a choice of two group panel discussions, both on the theme "Formal and Informal Relations between Scotland and Japan". Our panellists were: Mr. Stephen Bishop, PR Officer of the British Kendo Association; Mr. Ian Harkness, Chairman of the Japan Society of Scotland; Ms Susan Lanham, Policy Officer, External Relations Unit, Edinburgh City Council; and Mr. Yushin Toda, Administrator, Europe-Japan Social Science Research Centre, University of Glasgow. Mr. Bishop and Mr. Toda led a discussion about international exchange through sport and education, and Mr. Harkness and Ms Lanham talked about international exchange through events and formal twinning. Both groups enjoyed a lively and interesting exchange, after which the panellists reported back to the audience as a whole.

## Global cities, regional government and decentralisation

London • 10 February 2005

The seminar for fiscal 2004 was held on 10th February 2005 at the Royal Institute of Chartered Surveyors, and being the 15th anniversary since the establishment of the JLGC office in London, the event marked a special occasion for us. The seminar was attended by members of the British and Japanese local government policy community, academic researchers and business representatives.

The centre's Director Shigeru Naiki opened the event and took the opportunity to thank those in attendance for their support since the JLGC was established in London fifteen years ago and commenting on the remarkable achievements made since the office was created.



The seminar then began in earnest, with the keynote speech by the Minister for Local Government and the Regions, the Rt Hon Nick Raynsford MP.

The minister discussed the government's agenda for decentralisation to the local level and assessed its performance so far, mentioning devolution to Scotland and Wales and the new styles of executive governance in local councils. The Minister also considered the arrangements for the governance of both London and Tokyo, two leading global cities headed by strong figureheads, with London's mayoralty being a relatively new feature of the UK's local and regional government history.

Tony Travers, Director of the Greater London Group at the London School of Economics, gave a presentation on current trends in English sub-national governance. Mr Travers' lively presentation touched upon the unique constitutional arrangements in the UK, which had witnessed an unparalleled transfer of power from the centre to the devolved level in recent times. He also devoted some time to discussing parallels between the Greater London Authority and Tokyo Metropolitan Government.

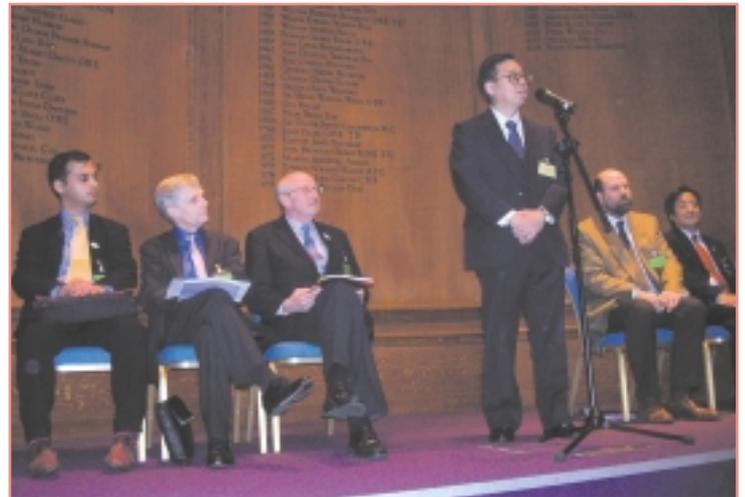
Our Director, Shigeru Naiki, gave a presentation on the operational aspects and structure of the Japanese local government system. As a former Deputy Mayor of a Japanese city, he was able to discuss the constitutional status of Japanese local government, as well as trends and debates which are likely to see it reformed considerably in the next few years. He also mentioned pioneering schemes in place in Japan, such as the banning of smoking in public places, and moves towards an IT-driven registration card for local residents.

We were also fortunate to hear of the experiences of Murad Qureshi, who sits on the London Assembly of the Greater London Authority and as a councillor for the City of Westminster. Cllr Qureshi presented a series of comparisons between London and Tokyo, giving interesting tangible examples of how London could improve on its own public services with reference to the Tokyo experience, such as platform-edge doors on the Underground. In addition, he referred to obvious contrasts between the two models of city governance, not least the size of



the Tokyo Metropolitan Assembly, which at 127 members is significantly larger than the 25 members on the London Assembly. Cllr Qureshi also argued that the legacy of the 1964 Tokyo Olympics could prove important in informing London's own bid to host the 2012 Olympic Games.

Dr Mike Smith of the University of Birmingham's Institute of Local Government Studies gave a presentation on the parallels and contrasts between Japanese and British local government. He described the differences between the scale of tasks each faced, with Japanese councils operating over a far wider area than their English equivalents and the attendant consequences on resources and expectations. In conclusion, Dr Smith argued that while the two systems had many contrasts and differences, there was enough common ground to build on in terms of understanding one another and fostering links between the two, with the 'CLAIR model' showing how local government can invest in the production of purposeful research to inform debates within it.



The final speech of the day came from Minister Hiroyuki Kishino, Deputy Chief of Mission at the Embassy of Japan in London, whose address was concerned with Japan-UK relations in the era of globalisation. Minister Kishino addressed the excellent relations and interest in each other's countries experienced by the Japanese and British peoples, with increasing numbers of Japanese tourists visiting the UK and vice-versa, noting that 2005 is EU-Japan Year of People-to-People Exchanges. The Minister not only emphasised the importance of grassroots exchanges between both countries but also paid tribute to the joint work being undertaken to bring about stability and democracy in Iraq.

Having exhausted the possibilities to engage in debate through directing questions to the speakers, the day's events drew to a close with those in attendance then convening at the evening reception to celebrate the Japan Local Government Centre's 15 years in London.

# speaker series

JLGC's regular Speaker Series provides an opportunity for the centre's staff and associates to hear presentations from experts and practitioners on issues related to its remit. Over the past few years we have held wide-ranging discussions around a number of issues of relevance to the UK public sector, not only local government.

In November 2003, we were fortunate enough to hear a presentation from **Gideon Amos**, Director of the Town and County Planning Association, Britain's oldest environmental charity and an expert body on the natural and built environment. Mr

Amos spoke at length on the recent reforms to the planning system, which had seen a transfer of responsibility for planning matters from the county level to a new regional framework of Spatial Strategies, rather like the London Plan in operation for the capital. At that time it was envisaged that these would be overseen by new elected regional assemblies but the referendum in the North East a year later in November 2004 put this on hold indefinitely. However, Mr Amos gave an interesting talk on the legal underpinning of the planning process and answered questions on this as the contrasts between the UK and Japan in this area are quite significant.



Gideon Amos



Professor Gerry Stoker



Dr Jane Martin

A few months later, the centre heard from **Professor Gerry Stoker**, a leading academic commentator on the emerging topic of New Localism. On this occasion the subject was the government's Balance of Funding Review, of which Professor Stoker was a member. Local government finance has a controversial history in the UK and is always topical due to its sheer relevance to the operation of local government. Professor Stoker outlined the recent history of local government finance and the context of the review, as well as his opinions on what options could be pursued in reforming the system. As

the systems vary immensely between Japan and the UK, a thought-provoking discussion was held around the possible options the government could pursue in reforming the system, as well as those in operation elsewhere in Europe.

Most recently we received a presentation from two members of the Centre for Public Scrutiny, Director **Dr Jane Martin** and Research Adviser **Gareth Wall**. Their presentation gave a useful background context to the introduction of scrutiny regimes in local government since the 2000 Local Government Act, as well as the operation of scrutiny elsewhere in the public sector. This was useful as scrutiny does not exist in this context in Japanese local government and the opportunity to hear the rationale for the introduction of scrutiny in the UK and practical examples of its operation enabled staff to appreciate its relevance. The presentation formed an illustrative discussion of an emerging aspect of local government's role in the UK.

# JLGC STAFF RESEARCH

During their secondment to the JLGC, all Japanese staff are required to conduct research on a set topic of interest to Japanese local governments. The results of this research are disseminated through various publications such as CLAIR Reports (published primarily in Japanese and distributed to prefectural and city offices as well as other related organisations), and on CLAIR's website: [www.clair.or.jp](http://www.clair.or.jp).

## Local Government in the Netherlands

This report deals with the framework of local government in the Netherlands. It forms part of a series of CLAIR publications aimed at introducing the general system of local government, local administration and local finance of various countries. For the first time a general report solely covering local government in the Netherlands has been published in the series. The administrative policies in the Netherlands are of interest in Japan, especially in the environmental area.

The first part of the report outlines central and local government structures as follows: outline of the



Kingdom, constitutional system (administration, legislation and judicature), structure of local government, election system, local government employee system (local civil servants), local finance and division of roles between central and local government (and also between province and municipality). The second part describes the outline of six service areas - education, housing, environment, planning and development, transport and police and fire service.

To write this report Yoshiyuki Kirino and Hitomi Tashiro conducted not only text-based research (including internet resources) but also visited the Netherlands three times for interviews with public bodies such as the Ministry of the Interior and Kingdom Relations, several local authorities and other organisations such as water

boards. As the existing literature in English includes very limited information on recent developments, these interviews were very helpful in bringing the research up-to-date.



Local government in the Netherlands has been undergoing drastic reforms concerning its political structure. These reforms are based on an approach called "Dualism" and were carried out in 2002 and 2003. Their ultimate aim is the clarification of responsibility through separating the role of the council and the executive and to increase local government's openness to the public.

As part of the reforms the introduction of directly elected mayors is currently under discussion - at the present stage the mayors are appointed by order. Directly elected mayors (only for municipalities) might come into existence in the near future.

## Local Elections in the U.K. - the reality of local manifestos

This report describes the local election system, the general situation and activities of the political parties for UK local elections, including local manifestos.

In the UK, discussions of policies among candidates (such as what they will do or change if they win) are essential for the election campaign, and manifestos play an important role there. While manifestos for the general election show concrete policies of each political party, with deadlines, targets and resources, etc; those for local elections generally don't include such concrete methods or resources. Less of these are distributed to voters than the manifestos for the general election. One has to bear in mind that in the UK local authorities have a limited role given by Parliament, and have limited financial independence. The system is more centralized than in Japan.

The first section describes the background of the British general government system and local government system, including reform of the political structures within local government. In the second section, the local



election system and the role of the political parties in local elections are described with concrete examples. The third section is concerned with local manifestos. Local manifestos play a certain role; the party in power is monitoring carefully whether the manifesto is implemented. But financial dependency on central government means the manifestos are often difficult to achieve. As a consequence, some local parties don't make manifestos. The Labour and Liberal Democrat

manifestos for Newcastle city are shown as an example for the leader and cabinet system; and the Labour manifesto for the London Borough of Lewisham and the Tory manifesto for North Tyneside are shown as an example for the elected Mayor system. Also the Labour manifesto for the GLA is introduced.

In recent years the term "manifesto" became widely used in Japan. Under the firmly established system of directly elected executive Mayor or Governor and legislative assembly in local government in Japan, quite a few candidates for Mayor or Governor have begun drawing up manifestos.



## JLGC Publications and Research

### 2003

#### Large scale research publications (CLAIR Reports):

- Local Government in Sweden
- Regeneration in the UK
- "Strong Leadership – Quality Public Services" (translation into Japanese)

#### Commissioned research from Japan on the following topics:

- Business vote reform within the City of London Corporation (Tokyo)
- Outdoor Trade Show in Friedrichshafen/Germany (Nagano)
- Local government support for overseas students (Chiba)
- Personal Income tax in Sweden and Finland (Ministry of Internal Affairs and Communications)
- Congestion Charging in London (Tokyo)
- Local Manifestos in the UK (Kochi)
- Local Public Enterprises in the UK, Germany, Sweden, Denmark, the Netherlands and Norway (Ministry of Internal Affairs and Communications)
- Guardrails Regulations in Ireland (Nagano)
- Regulations and permit system designed to protect the natural environment in the UK and Germany (Kochi)
- Long term strategies in local/regional governments in the UK and Germany (Nara)
- Support systems for physically and mentally challenged people to find and retain work, UK and Germany (Nagano)

### 2004

#### Large scale research publications (CLAIR Reports):

- Local Government in Austria
- Local Government in the Netherlands
- Local elections in the UK – the reality of local manifestos

#### Commissioned research from Japan on the following topics:

- Ambulance Service in London (Fire and Disaster Management Agency)
- Use of Rescue Dogs in the UK and Germany (Fire and Disaster Management Agency)
- Sewage Treatment in the UK and Germany (Nara)
- The German financial system for the purpose of the maintenance of the financial discipline of German Länder and municipalities (Ministry of Internal Affairs and Communications)
- Structure, Competences and Functioning of Local Assemblies in the UK, Germany and Sweden (National Association of Chairpersons of Prefectural Assemblies, National Association of Chairpersons of City Councils, National Association of Chairmen of Town and Village Assemblies)
- Local Enterprise Tax and Local Consumption Tax in Germany (Ministry of Internal Affairs and Communications)
- Underground system in the UK (Japan Subway Association)
- Outline of the City of Wriezen/Germany (Hachioji)
- Plastic Shopping Bag Levy in the Supermarket in Republic of Ireland and Germany (Fuchu)
- Local Government Key Data and Responsibilities in the UK, Germany, Norway, Sweden and Denmark (Hyogo)
- Sexual Activities of Young People in the UK (Tokyo)
- Role of local government regarding Community Cohesion in the UK and Germany (CLAIR, Tokyo)
- Museums Donations Policy (Choshi)
- Congestion Charging in London (Tokyo)
- Tram system in Germany (Naha)
- Qualifications for elected public office in the UK (Saitama)

The Short Term Trainee Programme is a three month programme designed for Japanese local government officers. Participating officers are nominated by their respective authorities in Japan, and through the course are given the opportunity to study local government in the UK and France.

The course begins with a short orientation in London where trainees are briefed on the UK system. This is followed by one month of intensive English language study, where trainees not only get to grips with the necessary language skills, but also stay with a British family to experience UK culture firsthand.

The trainees then travel up to the University of Birmingham, to take part in a tailor-made course at the Institute of Local Government Studies (INLOGOV). This part of the course gives the

### 2003 Short Term Trainees

Trainee	Authority & Research Topic	Host Authority
Mr Yu Kikuchi	Yamagata Prefecture: PFI Non-profit organisations	Leicestershire County Council
Mr Hiroyuki Sugeno	Fukushima Prefecture: Local compacts	Cumbria County Council
Mr Hiroshi Nakaeda	Ishikawa Prefecture: PFI	Leicestershire County Council
Ms Reiko Inui	Tottori Prefecture: Food safety	Scottish Borders Council
Ms Sumiko Yoshii	Kagawa Prefecture: Partnership between public administration and non-profit organisations	London Borough of Lewisham
Ms Natsu Morio	Kochi Prefecture: Groundwork, ecological tourism and social participation of the elderly	Cumbria County Council
Mr Minoru Yoshida	Oita Prefecture: Local administrative reform	London Borough of Lewisham
Mr Yusuke Taniuchi	City of Sapporo: Local taxation system	Scottish Borders Council



trainees greater insight into British local government, consisting not only of lectures and classroom instruction but field trips and excursions.

Next comes the chance for the trainees to consolidate their learning with a two-week work placement in a UK authority, shadowing local government officers. The work placements provide an invaluable opportunity for our trainees to learn directly from local authorities, and meet UK officers face to face, as well as a chance to conduct some research into more specific fields of interest. Finally the trainees travel to France, where the Paris office take over administration of the programme, introducing them to local government on the continent.

### 2004 Short Term Trainees

Trainee	Authority & Research Topic	Host Authority
Mr Yasuhiro Takagaki	Tottori Prefecture: Public enterprises, devolution from central to local government	North Ayrshire Council
Mr Yoshiyuki Miyashita	Ishikawa Prefecture: Human resources management, Policies to support local authority staff with families (child care, etc)	North Ayrshire Council
Mr Yukio Yoshikawa	Shinji Town: Influences of European integration, local public transportation	Surrey County Council, Waverley Borough Council St. Edmundsbury Borough Council
Mr Daisuke Wakaki	Yamagata Prefecture: Tourism promotion and commerce in rural areas	North Ayrshire Council
Ms Chiho Kataoka	Kochi Prefecture: Partnerships, CPA, school management	Lancashire County Council



The one year trainee programme began in 1998, with a view to encourage Japanese local government officers to spend a year in the UK, studying British public administration at the University of Birmingham's School of Public Policy and INLOGOV. Students receive intensive language tuition at the English for International Students Unit, before beginning their studies on UK local government. Over the years, trainees have carried out research in a range of areas including CPA, Tourism, Best Value, Education Reform and Not for Profit Organisations.

In 2003-2004 our trainees were Shigeko Sasaki from Akita Prefecture, whose studies focused on education, and Satoru Urata from Ibaraki Prefecture, who studied non-profit organisations in the UK.

In 2004-2005 we had the pleasure of welcoming Sachiko Imai from Ibaraki Prefecture, Satoshi Notoya from Akita Prefecture and Nobuhiro Ashihara from Nara Prefecture.

## One Year Trainee Programme



### Satoshi Notoya

Having worked at the department for education in Akita Prefecture for several years I decided to make Special Educational Needs (SEN) the focus of my research in the UK. I managed to visit several schools to gain an impression of how schools are managed here.

I visited Braidwood School; a secondary school in Birmingham which caters for 66 profoundly deaf pupils aged 11-16. I was very impressed with the emphasis on sign language and the expertise of the teachers who are all qualified teachers of the deaf or attending university courses to specialize in this field. In Japan, more emphasis is placed on spoken Japanese which is not as accessible for the students.

In order to research policy making in the SEN field, I was fortunate to meet with Tom Tierney, Head of Strategic Partnerships Team of the Education Department. He arranged several meetings with various departments who explained the Criteria for Special Provision (CRISP).

CRISP is used by the Education Service to help decide the level of additional resources a school requires to meet a child's special educational needs.

My experience in the UK was especially useful because when I returned to Japan I became deputy head teacher at a special school for pupils with mental disabilities. Perhaps I am one of the first local government officers to be transferred to a school setting as a direct result from my research in the UK. I would like to thank all of my UK colleagues in helping me improve my English and learn more about SEN.

### Sachiko Imai

My particular area of interest was Comprehensive Performance Assessment (CPA), and thanks to the warm and gracious reception that I received from British local authorities I was able to really deepen and expand my knowledge during the programme.

The work placements were especially helpful in understanding the everyday issues that the British local authorities face. After many discussions about performance management theory, I found myself analysing the local





government structure in Japan, and our evaluation system, and comparing them to what I had seen and learned here. I can certainly see the benefits of linking management appraisal to customer service. During my placement at the West Midlands Fire Service I sat in on a 'CPA peer review' session. It was really useful to experience peer review firsthand, to inquire into its problems and potential.

I was struck by the positive outlook and strong vision of many local government officers in the UK. I was treated as a colleague rather than merely a guest and this helped me to feel that I too had something to contribute. The best thing about this programme is to be able to learn new information and exchange ideas and systems, based upon our experience as local government officers.

### **Nobuhiro Ashihara**

I currently work as a tourism officer at the Nara Prefectural Government. I had a good time at the University of



Birmingham despite the huge volume of reading and essay writing. I studied a variety of Local Government subjects not only in the UK but also in Europe. I was impressed by the high standard of the British lectures. I was especially attracted to devolution, performance management, city centre regeneration and local government internal and external re-organisation.



I spent time with tourism officers at Gloucester County Council, where we looked at a wide area covering the Cotswolds. Officers at Warwickshire County Council impressed me with their dedication and enthusiasm. Officers at Birmingham City Council were devoted to regenerating the city. Hereford Council showed how a small and rural county can thrive. Officers at Oswestry Borough Council in the county of Shropshire showed me policy making at the grassroots level.

Compared with Japan, I found that British officers are more rational and purpose-oriented; however, I feel that the quality of services poses the greatest challenge.

Living in the UK was not always trouble free. The train system frustrated me greatly with its long delays. I also found supermarket shopping annoying and often found foods that were past their sell by date. This aside, I was seduced by the natural beauty of the English, Welsh and Scottish country side.

# Japan Study Tours

The Japan Study Tour is an annual programme which aims principally to promote mutual understanding between Japanese and UK local government. The JLGC invited applications from senior level staff of British and northern European local authorities and associated bodies, to join this ten-day study tour to study current condition and issues related to Japanese local government.

Both the 2003 and 2004 tours incorporated an international seminar in Tokyo, bringing together local authority officials from around the world to discuss and exchange information on issues of mutual interest. With keynote speeches, lectures, panel discussions and a choice of workshops focusing on topics based on the main theme; the seminars provided a fantastic opportunity for local authority officers to network with their counterparts from many different countries, including France, Singapore, South Korea, Australia, China and the USA. The welcome reception at the end of the first day of the seminar gave delegates a chance to chat with their overseas colleagues, this time in a more informal setting.

Following the seminar in Tokyo, delegates travelled to a region of Japan to observe local authorities and their work; meeting their Japanese counterparts and visiting facilities relevant to the theme of the tour. This part of the tour also includes a short homestay, offering the opportunity to learn first-hand about Japanese culture through a taste of real family life.

The tour is not only about learning how Japanese local government works; it is also about promoting international relations at grass-roots level. Participants invariably return to the UK commenting on the kindness and hospitality of their host families, and most stay in touch with them.

## 2003 Tour October 5-15 • Nara Prefecture



Japanese Robin



Japanese Cedar



Cherry Blossom



Bamboo Tea Whisks



Ink Brushes



Pottery

### focus on **NARA PREFECTURE**

#### The Prefectural Symbols

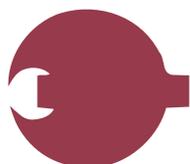
Japanese Robin  
Japanese cedar  
Double-petalled cherry blossom

#### Nara Specialities

Bamboo Tea Whisks  
Ink Brushes  
Pottery

#### Facts and Figures

**Population:** 1,449,588  
**Number of households:** 513,949  
**Area:** 43,691.09km  
**Capital:** Nara  
**Municipalities:** 44



### Japan Study Tour 2003 Participants

**Tom Cosh**, *Head of Economic Development*,  
Newcastle City Council

**Yash Gupta**, *Councillor*, Thurrock Borough Council

**Yvonne Langer**, *Social Inclusion Unit Officer*,  
Division for Integration, City of Stuttgart

**Elaine Jewell**, *Head of Culture and Recreation*,  
Peterborough City Council

**Margaret Norman**, *Councillor*, Durham City Council

**Angela Presdee**, *Principal Economic Development  
Officer*, Gloucester County Council

**Lesley Roden**, *Councillor*,  
East Devon District Council

**Brian Silvester**, *Councillor*,  
Crewe and Nantwich Borough Council

**Randal Smith**, *Research & Policy Advisor*,  
Commonwealth Local Government Forum

**Ian Wall**, *Chief Executive*, The EDI Group, Edinburgh



## 2003 Tour

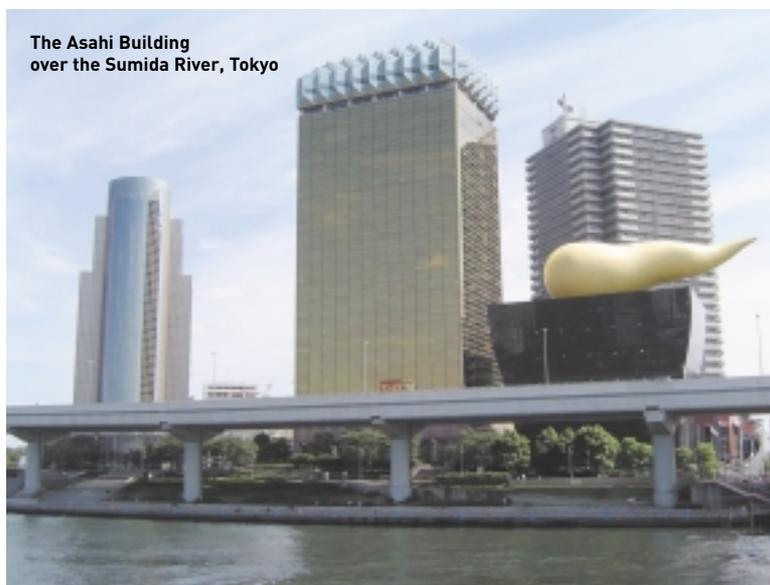
The 2003 Japan Study Tour commenced in Tokyo with the two-day Local Government International Exchange and Cooperation Seminar, the theme of which was 'The Progression of Internationalization and its Influence on Local Economies'. The visit to Tokyo also included a sightseeing trip taking in the telecoms tower and a boat trip to view Odaiba, a new development in Tokyo Bay.

On 9th October, the delegates took the bullet train to Kyoto, then an express on to Nara, one of Japan's ancient capitals, where they were to spend the second part of the tour. Here the group met with the Vice Governor of Nara at the prefectural office, where they were also given a tour of the building and an overview of the prefecture.

The following day, participants were able to see the successful JET Programme in action, as they observed an English class in Heiji High School, before visiting Tawaramoto Town on the way to Sakurai City. There delegates met with the mayor of Sakurai, listened to an excellent presentation on Sakurai's policies, and visited the city's 'Green

Centre', which is in fact the municipal incinerator. That evening, delegates stayed in a traditional Japanese hotel, described by Angela Presdee as "fantastic. A brilliant time had by all."

October 11th offered another day of varied activities, including a visit to Tanzan shrine, a tour of the Kashiwara Museum, and a tour of and lecture on the Manyo Culture Museum. That evening, delegates met with their host families at dinner



The Asahi Building over the Sumida River, Tokyo

before going off to their respective homestays.

On the last day of the Japan Study Tour, participants were taken on a tour of the Nara Institute of Science and Technology, the Takayama Science Plaza, and the National Diet Library before the final reporting session and farewell dinner.

Elaine Jewell sums up the general feeling expressed by this year's participants: "The whole experience was a wonderful opportunity", and Tom Cosh adds, "I would not have missed this trip for anything".



English class at Heiji High School



Meg Norman enjoys a Chinese meal with her host family



Group visit to Tanzan Shrine

# 2004 Tour November 14-25 • Shizuoka Prefecture



Azalea



Black paradise



Sweet Osmanthus



Green Tea



Fruit



Wasabi

## focus on SHIZUOKA PREFECTURE

### The Prefectural Symbols

Azalea

Black Paradise Flycatcher

Sweet Osmanthus



### Shizuoka Specialities

Green tea

Fruit (Mandarin oranges, strawberries, loquats)

Wasabi (Japanese horseradish)

### Facts and Figures

**Population:** 3,782,760

**Number of households:** 1,372,880

**Area:** 7,779km

**Capital:** Shizuoka

**Municipalities:** 45

## Japan Study Tour 2004 Participants

**Mark Beveridge**, *Head of Culture, Leisure and Sport,*  
Carlisle City Council

**Roderick Cook**, *Assistant Chief Executive,*  
Derbyshire County Council

**Carolyn Dunn**, *City Centre Manager,*  
Norwich City Centre Management Partnership

**Peter Hills-Jones**, *Senior Policy Officer,*  
LGA County Councils Network

**Linda Larter**, *Town Clerk,*  
Weston-super-Mare Town Council

**Mumtaz Mohammed**, *Business Analyst,* Birmingham  
City Council, Corporate Customer Relations Division

**Murad Qureshi**, *Councillor,*  
GLA & Westminster City Council

**David Rawlings**, *Chief Executive,*  
Stafford Borough Council

**Mike Smith**, *Lecturer,* INLOGOV,  
University of Birmingham

**Ansuya Sodha**, *Councillor,*  
Barnet London Borough Council

## 2004 Tour

The 2004 tour also kicked off with a visit to Tokyo, and the Local Government International Exchange and Co-operation Seminar, with speeches and discussions on the theme: "IT-driven Regional Development and International Exchange/Cooperation".

Delegates then moved on to Shizuoka Prefecture, west of Tokyo, and home to Mount Fuji. Here they learned the basics of Shizuoka's policies and administration, with particular reference to educational and cultural administration. Visits to facilities were based on this theme, taking in the Prefectural Museum of Art, the Open Air Theatre and Performing Arts Centre, and a high school near Fuji City. Delegates met with representatives from

Shizuoka Prefecture, and learned about the hot topic of municipal mergers. After the customary two day homestay, the tour was rounded off with an opinion exchange at the Shizuoka Prefectural Office, on educational and cultural administration.



Delegates with Vice Governor Suzuki



1



2



3



4



5

## Comments from participants:

‘Extremely well organised, varied, interesting and enjoyable.’

*Carolyn Dunn,*

*Norwich City Centre Management Partnership*

‘The whole trip to Tokyo and Shizuoka has been thoroughly rewarding. The arrangements both prior to arriving in Japan and since our arrival have been excellent. The accommodation and travel arrangements have been faultless, we could not have experienced a more friendly welcome from both hosts and people in Japan in general.

The opportunity to visit Japan has been rewarding both personally and professionally. To see how with investment and support the cultural sector can flourish has been particularly rewarding.’

*Mark Beveridge, Carlisle City Council*

‘I found the whole trip very informative and enjoyable. I thought there was a good mix of official, cultural, and entertainment in this trip. I thoroughly enjoyed the visit and I am sure I will try and further links with the Japanese community in my borough.’

*Ansuya Sodha, Barnet London Borough Council*

1. Tea ceremony

2. Wearing traditional yukata

3. Meeting host families

4. Observing a high school lesson

5. Tour participants and hosts

# JET Programme and JETAA

The JLGC continues to assist with the JET Programme, in coordination with the Embassy of Japan. This involves promoting the programme at British universities, interviewing applicants, and assisting with the pre-departure orientation. The JLGC also organises an annual reception to welcome back JETs returning to the UK.

The JLGC offers Grant in Aid for the JETAA (Alumni Association) to help fund their activities. JLGC staff hold annual meetings with the JETAA regional chapters to exchange opinions and to maintain good relationships.

## 2003

1. Grant in Aid given to London, Midland, North West, Scotland Chapters
2. Annual Meetings held with London, Midland, Scotland Chapters



3. JET Returnees Reception on 26 September 2003 at the University of London

## 2004

1. Grant in Aid given to London, Midland, North West, Scotland Chapters
2. Annual Meetings held with London, Midland, North West, Scotland Chapters
3. JET Returnees Reception on 24 September 2004 at the University of London

## About JET

The JET programme was set up by the Japanese government 18 years ago, with the aim of promoting grass-roots international exchange. The programme enables local authorities in Japan to employ young people from countries all over the world, to work in foreign language education, sports education, and promoting international exchange at the community level. In 2004 over 1000 participants from the UK joined the programme. The programme is administered by the Ministry of Foreign Affairs, the Ministry of Internal Affairs and Communications, the Ministry of Education, Culture, Sports, Science and Technology and CLAIR.

For further information please visit the JET programme website:  
[www.jetprogramme.org](http://www.jetprogramme.org)

# JLGC Staff Work Placement

**As part of their training all our Japanese staff spend two weeks on placement in a local authority, learning about the functions of local government and comparing practice here in the UK with the way things are done in Japan. These two weeks are very important to the staff as they offer a chance to work with British people as well as visit different parts of the country. Upon their return to the JLGC, the staff share their experience and the knowledge gained on the placement with their colleagues through feedback presentations in English.**

**We are very grateful to those authorities who have hosted our members of staff during 2003 and 2004.**

## Newcastle City Council June 2003

Yoshiyuki Kirino &  
Toru Ageta



In June 2003, we visited Newcastle City Council to research the highly successful regeneration policies there.

When I learned about Newcastle's historical background, I was surprised to find that it has quite a lot in common with Kochi, my hometown. Newcastle once thrived in shipbuilding and mining, but following the decline of these traditional industries young people have moved away from the city. Likewise, young people in Kochi have moved to big cities like Tokyo or Osaka and the population has continued to decline. Manufacturing and agriculture in Kochi have also declined as a direct result of the growing Chinese economy, which can produce cheap high quality products. Similarly, manufacturing industries in Newcastle are under threat from newly joined EU countries whose economies are growing rapidly.

We observed the results of the Grainger Town Plan in Newcastle, under which the city centre has been beautifully revived with many smart cafes and boutiques filling the once empty properties. Now the city centre is bustling with shoppers. The shopping streets in Kochi city centre underwent regeneration and the old streets were also beautifully revived. However, shoppers have continued to go to a big centre in the suburbs. One difference I noticed between Kochi and Newcastle is that Newcastle has convenient transportation systems. Park & ride is practiced; there are many bus lanes in the city centre and there is an underground system.

Now Japanese local authorities are trying to plan cities and redevelopment projects imitating the partnerships with the private sector found in the UK. I would like to apply what I saw in Newcastle to regeneration policies in Kochi.

## Durham County Council June 2004

Tomoe Murayama &  
Tetsuya Fukushima



We could hardly believe that the beautiful green farmland scenery we saw from the car window had been regenerated from huge coal mine sites. Walking the footpath near the construction site of Relly Bridge, we felt as though we could almost taste Durham's prosperous past in the atmosphere.

Durham County Council is a council full of ambition, this was evident from every place we visited. We visited two primary schools –Willington C.E. & Crook, The Durham Light Infantry Museum, Maple Court – a recently opened housing scheme, the scientific laboratory, Thornley waste digester and Coxhoe recycling site, the highway management office, as well as many departments in the County Hall, not to mention attending a cabinet meeting. We learned about the current circumstances of local authorities in the UK, and how they are constantly working to improve their services.

Durham County Council more than lives up to the expectation that a local authority should deliver quality services through its partnerships, and have strategic plans focusing on local needs.

We were impressed by Durham County Council officers, who are very motivated, knowledgeable and aware of their responsibility. We noticed one major difference between local government personnel in the UK and Japan. Local government workforces here are basically working on fixed term contracts, specifically in one service area, while many of us in Japan experience different workloads, changing our positions every few years, moving from one department to another within the same authority. We often asked managers and staff in Durham how long they have been working for the Council and many answered 'more than thirty years' or 'forty-

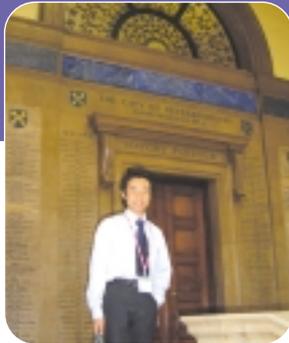
something years'. That in itself shows how this council nurtures its staff.

We would like to thank Durham County Council staff for their continued interest in our organisation, and hope Durham continues to succeed as an 'excellent' Council.

## Peterborough City Council June 2004

Terunobu Hino &  
Ken Nemoto

We visited Peterborough City Council for two weeks in June. Peterborough City Council lies in about 78 miles north of London. We knew that Peterborough was very similar to industrialised areas close to Tokyo in Japan. It takes only 50 minutes to get there from London (if there are no delays on the train), so many new residents commute to not only London but also other cities. Therefore the population of this area is growing year by year.



During our two weeks there, we met many officers working in various sections. It was a great opportunity for us to see how local government works in the UK and to talk to local government officers face to face. We found some differences between UK and Japanese local government, although we think that most of these differences come from the different cultures and histories of the UK and Japan. It was very interesting for us to learn about UK local government.

We were impressed by how Peterborough City Council puts emphasis on development through partnerships with private sector. We visited one of the new towns under development for new residents outside the city centre. Meanwhile in the city centre, there are plans to develop the area around the riverside, to create leisure and community facilities in the future. We could imagine that this area will be a place of recreation and relaxation for residents and tourists when that plan is completed. "Vibrant, energetic and dynamic" are our impressions of Peterborough.

There is just one thing that we regret about Peterborough; that we didn't make it to the Peterborough Beer Festival. We will go back next year!

## Derbyshire City Council July 2004

Hisashi Tanaka &  
Tomomi Inoue



We went to Derbyshire from 28 June to 9 July 2004, because it is one of the County Councils that obtained "excellent" status for the first Comprehensive Performance Assessment (CPA). We observed a wide range of the County Council's activities, including regeneration, performance management, public transport, environmental issues, welfare, education, and diversity issues. We also visited Council facilities and sites such as Derwent Valley Mills World Heritage Site, a public library, a high school and a primary school. We also had the chance to visit Derby City Council for one day to learn about regeneration and diversity issues.



During the visits each officer we met explained to us clearly the issues concerning their work. We learnt what the county council does, its methods of working and its aims for the future. Derbyshire County Council is making great efforts to meet inhabitants' needs. According to their council plan, this is one of its important principles. They are constantly trying to provide, monitor, assess and improve their services as well as they can. The management is conscious of what is working well and what is not, and so they know already what should be changed or improved next.

What impressed us is that each employee we met at the Council really regards the County's principles as important and is working hard to make it better. They are earnest and proud of their work. The atmosphere in the County Council as a whole is very positive. So we could not help but ask the Chief Executive and a Councillor the reason why. They told us that it is due to good partnerships, good leadership and a good workforce with high motivation. Although there are certain differences between British and Japanese local government, it seems that the key to good governance is the same, although it's often difficult to achieve. These two weeks were very informative for us to get a better image of the local government in the UK.

# JLGC Staff

## 2003

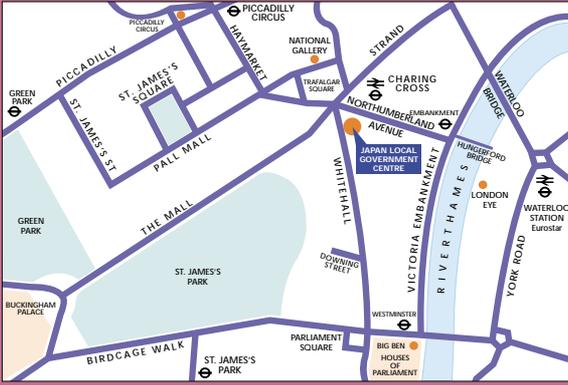
Akira Ando	Director <i>Consultant for the Council of Local Authorities for International Relations</i>
Hiroaki Takeuchi	Deputy Director <i>Seconded from Aichi Prefecture 2003-2005</i>
Yuko Imai	Assistant Director <i>Seconded from Tokyo Metropolitan Government 2002-2004</i>
Masayuki Sugino	Assistant Director <i>Seconded from Ehime Prefecture 2002-2004</i>
Toru Yamaguchi	Assistant Director <i>Seconded from Aomori City Council 2002-2004</i>
Saori Shibata	Assistant Director <i>Seconded from Kumamoto Prefecture 2002-2004</i>
Yoshiyuki Kirino	Assistant Director <i>Seconded from Kagoshima City Council 2003-2005</i>
Daiki Kato	Assistant Director <i>Seconded from Nishime Town Council 2003-2004</i>
Hitomi Tashiro	Assistant Director <i>Seconded from Hiroshima Prefecture 2003-2005</i>
Toru Ageta	Assistant Director <i>Seconded from Kochi Prefecture 2003-2005</i>
Irmelind Kirchner	Research and Policy Manager
Andrew Stevens	Government Relations Manager
Emma Roche	Communications Manager (till May)
Angela Harkness Robertson	Communications Manager (from June)
Sonya Harding	Project Co-ordinator and Administrator

## 2004

Akira Ando	Director (till 14 July) <i>Consultant for the Council of Local Authorities for International Relations</i>
Shigeru Naiki	Director (from 15 July) <i>Consultant for the Council of Local Authorities for International Relations</i>
Hiroaki Takeuchi	Deputy Director <i>Seconded from Aichi Prefecture 2003-2005</i>
Yoshiyuki Kirino	Assistant Director <i>Seconded from Kagoshima City Council 2003-2005</i>
Hitomi Tashiro	Assistant Director <i>Seconded from Hiroshima Prefecture 2003-2005</i>
Toru Ageta	Assistant Director <i>Seconded from Kochi Prefecture 2003-2005</i>
Hisashi Tanaka	Assistant Director <i>Seconded from Shizuoka Prefecture 2004-2006</i>
Tomomi Inoue	Assistant Director <i>Seconded from Tokyo Metropolitan Government 2004-2006</i>
Tomoe Murayama	Assistant Director <i>Seconded from Mie Prefecture 2004-2006</i>
Tetsuya Fukushima	Assistant Director <i>Seconded from Kumamoto Prefecture 2004-2006</i>
Terunobu Hino	Assistant Director <i>Seconded from Gunma Prefecture 2004-2006</i>
Ken Nemoto	Assistant Director <i>Seconded from Fukushima Prefecture 2004-2006</i>
Irmelind Kirchner	Research and Policy Manager
Andrew Stevens	Government Relations Manager
Angela Harkness Robertson	Communications Manager (till December)
Mei-ling Ward	Communications Manager (from January)
Sonya Harding	Project Co-ordinator and Administrator



2004 Staff



## THE JAPAN LOCAL GOVERNMENT CENTRE LONDON

15 Whitehall, London SW1A 2DD  
United Kingdom

tel 020 7839 8500

fax 020 7839 8191

email [mailbox@jlgc.org.uk](mailto:mailbox@jlgc.org.uk)

[www.jlgc.org.uk](http://www.jlgc.org.uk)



## About the JLGC

The Japan Local Government Centre is the UK office of CLAIR – the Council of Local Authorities for International Relations. Founded in 1988 with the support of Japan's Ministry of Home Affairs, now the Ministry of Internal Affairs and Communications, CLAIR is a joint organisation of local authorities, working to promote and provide support for local internationalisation.

With its head office in Tokyo, CLAIR has branch offices in each of Japan's 47 prefectures and 14 designated cities, and also has 7 overseas offices – in Beijing, New York, Paris, Singapore, Seoul, Sydney and London. Each overseas office is responsible for a specific area; the London office covers the United Kingdom, Austria, Denmark, Finland, Germany, Ireland, the Netherlands, Norway and Sweden.

The main functions of the JLGC in London are to conduct research on local government in the UK and northern Europe, and to promote exchanges between individuals, including government officers and local government representatives, in the UK and Japan. We are also involved in implementing the Japan Exchange and Teaching (JET) programme, which employs UK graduates in the fields of international exchange and English language education in Japan.

