



County Hall  
Cardiff  
CF10 4UW  
Tel: (029) 2087 2000

Neuadd y Sir  
Caerdydd  
CF10 4UW  
Ffôn: (029) 2087 2000

## AGENDA

Committee	DEMOCRATIC SERVICES COMMITTEE
Date and Time of Meeting	WEDNESDAY, 25 MARCH 2015, 2.00 PM
Venue	ROOM G, CITY HALL
Membership	Councillor Cowan (Chair) Councillors Dilwar Ali, Bridges, Chaundy, Goddard, Hinchey, Hyde, McKerlich, Lomax, Murphy, Ben Thomas and Weaver

### 1 Apologies for Absence

To receive apologies for absence.

### 2 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

### 3 Minutes *(Pages 1 - 6)*

To approve as a correct record the minutes of the previous meeting.

### 4 White Paper - Reforming Local Government *(Pages 7 - 10)*

### 5 Task and Finish Group Report - Member Enquiry System *(Pages 11 - 22)*

### 6 Member Online Library Information Service - Presentation *(Pages 23 - 38)*

### 7 Member Development Programme *(Pages 39 - 54)*

### 8 Members ICT Update *(Pages 55 - 60)*

### 9 Modern.Gov Update

### 10 Date of Next Meeting – Wednesday 10 June 2015

**Marie Rosenthal**

**County Clerk & Monitoring Officer**

Date: Thursday, 19 March 2015

Contact: Graham Porter, 029 2087 3401, [g.porter@cardiff.gov.uk](mailto:g.porter@cardiff.gov.uk)

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## DEMOCRATIC SERVICES COMMITTEE

17 DECEMBER 2014

Present: County Councillor Cowan(Chairperson)  
County Councillors Dilwar Ali, Chaundy, Goddard, Hinchey,  
Hyde, McKerlich, Lomax and Murphy

Apologies: Councillors Bridges and Thomas

## 17 : DECLARATIONS OF INTEREST

The Chairperson reminded Members of their responsibility under Part III of the Members' Code of Conduct to declare any interest in general terms and to complete personal interest forms at the start of the meeting and then, prior to the commencement of the discussion of the item in question, specify whether it is a personal or prejudicial interest. If the interest is prejudicial, Members would be asked to leave the meeting and if the interest is personal, Members would be invited to stay, speak and vote.

## 18 : MINUTES

The minutes of the meeting held on 16 October 2014 were approved by the Committee as a correct record and were signed by the Chairperson.

Matters Arising

The Monitoring Officer circulated a protocol for the loss of equipment or data, including the loss and damage of tablet devices.

The Committee noted the Member Enquiry Line statistics for November 2014. There had been a significant decrease in the number of Members using the system as more Members were using the 'golden number' (029 2087 2082) to advise of service requests.

The Chairperson indicated that she would write to the Members of the Committee to request expressions of interest from Members interested in participating in a Task and Finish Enquiry into the Member Enquiry Line system.

## 19 : MEMBERS ANNUAL REPORTS

The Committee received a report reviewing the Authority's position in relation to enabling and supporting Members to produce and publish an annual report, in accordance with the requirements of the Local Government (Wales) Measure 2011. The report provided an overview of the Statutory Guidance issued by the Welsh Government in May 2013, which was previously considered by the Committee on 19 June 2013.

During its previous consideration of this issue the Committee noted that it was not mandatory for Elected Members to produce an annual report of their activities. The

Committee also noted comments received from the Party Group Whips and approved a method and template for producing annual reports.

Members were advised that the Minister for Public Services, Leighton Andrews AM, on 6 November 2014, wrote to the Leaders of all Welsh Local Authorities highlighting the wide variation in the numbers of annual reports produced by Elected Members across all Welsh Local Authorities in 2013/14. In the letter the Minister believed Members should be encouraged to provide annual reports in order to assist good public engagement. The Committee noted that in Cardiff 5 Members (7%) produced annual reports during the year.

The Committee was invited to give their views on the issues raised in the Minister's letter and the arrangements in place to support Members who wish to produce an annual report.

Members felt that the public were generally aware of the role of Councillors and questioned whether the information provided in an annual report was of any value. Members also considered that it was difficult to balance the contents of the annual report and remain apolitical.

RESOLVED – That the report be noted.

## 20 : MEMBERS ICT PROJECT

The Committee received a report and were asked to consider the closure of the Members ICT Project. Members were advised that 46 Members were participating in the project and 30 Council provided broadband accounts had been terminated. It was projected that the project would save £60k over 3 years. Furthermore, a continued reduction in printing costs would also provide further savings. The Monitoring Officer advised that officers were aware of some technical issues with the tablet devices and these were being monitored. However, on the whole, it was considered that the project was successful.

Members of the Committee requested that prior to the project being closed, a report on the technical issues, and the costs associated, be brought to the next meeting of the Committee. Members of the Committee provided anecdotal examples of some of the technical problems they had experienced associated with the tablet devices. It was accepted that some Members still need additional individualised user training, as some of the problems reported to ICT were 'user errors' as opposed to technical faults with the actual devices.

Officers confirmed that the tablet devices were still under warranty and the manufacturer were covering the costs of any repairs necessary. Officers were asked to confirm whether, if faults were continuous, it was possible to replace all the devices. The Chairperson agreed to clarify the position with ICT.

The Committee was asked to note the Social Media Handbook guidance attached to the report as Appendix A. The Chairperson introduced Tim Gordon, the newly appointed Head of Communications. Tim Gordon stated that social media was increasingly important and studies had shown that between 70% and 75% of news was now being received via social media. Members were advised that if they wished to communicate and engage with the electorate then they should do so via social

media –communications via social media were instantaneous and there was almost an expectation that Member will do so in some quarters.

Tim Gordon stated that he understood why some Members may be fearful of using social media. However, in his experience, most discussions were reasonable and people are, in the main, well behaved. It was also his experience that many people now prefer to engage via social media rather than face to face or via the telephone.

Members were advised that a Members Development training event would be arranged regarding the use of social media which would be hosted Tim Gordon. Members of the Committee were invited to share their views on social media in order to inform the training event programme.

RESOLVED – That:

- (1) the Monitoring Officer present a report summarising the technical issues experienced thus far, and the officer cost incurred, to a future meeting prior to the ICT project being closed;
- (2) Chairman agreed to contact ICT to confirm that:
  - (a) Dell devices are under warranty; and that Dell are covering the cost of repairs;
  - (b) seek confirmation that it would be possible for the authority to renew the entire batch of tablets should continuous problems persist;
- (3) the Chairman agreed that individualised training should continue to be offered to Members participating in the ICT project;
- (4) the Chairman will feedback Members concerns regarding the technical problems to ICT and provide a further update at the March meeting of the Committee;
- (5) the Committee noted the Social Media Handbook.

## 21 : MEMBER DEVELOPMENT UPDATE

The Committee received a report providing an update on the delivery of the Member Development Strategy and Member Development Programme for 2014/15.

Following a survey of all Members in January 2014, the Committee convened a Task and Finish Group with a remit to develop and deliver a Member Development Strategy. The Strategy was agreed by the Committee at its meeting of 2 April 2014. The Strategy provides a framework for ensuring that Members are provided with a full range of development opportunities to enable them to effectively carry out their roles.

The Monitoring Officer stated that the Member Development Programme had been updated. A copy of the updated programme was appended to the report. The Monitoring Officer invited the Committee views on the revised programme.

Members welcomed the revised programme. Members requested that, in line with comments made by Estyn following their most recent inspection, the timings of Members Development courses/seminars be managed to ensure that there were no clashes with other Council meetings and events. The Monitoring Officer accepted the points raised and stated that there was no dedicated day/time for member development.

The Chief Executive felt that Members had raised an important point. The Chief Executive stated that when Estyn return this is precisely one of the issues they will focus on. The Chief Executive would also argue that the Member Development session on Performance Management required high levels of Member attendance. The Peer Review recognised that Performance Management within the authority needed improvement. Many reports, such as those reports considered by Scrutiny Committees, were 'data heavy' and did not contain enough conclusions.

Members of the Committee concurred with the points raised by the Chief Executive in terms of the how reports are presented. The Committee felt that reports were often overly long. Members suggested that in many instances an Executive Summary, setting out what is to be achieved, a route map of how to get there and the success criteria might be provided instead. It was considered that reports should be distilled into bullet points thus enabling Members to respond in terms of lines of enquiry.

In addition, the Chief Executive stated that extremely long reports and agendas carried with them an overhead and he considered this to be unsustainable. The Chairman requested the Chief Executive report back to the Committee following consideration of this issue by SMT. The Chief Executive agreed to do so.

RESOLVED – That the report be noted.

## 22 : DEMOCRATIC SERVICES UPDATE

The Monitoring Officer presented a report reviewing the latest position in terms of the provision of the staff, accommodation and resources made available to support Members.

The Monitoring Officer stated that 2014/15 had been a challenging year. Democratic Services were required to make £250k budget savings and this was realised from the deletion of posts, voluntary severance and other means. However, the workload for the service area was increasing. Members were advised that the service had invested in a committee management system which was currently under development. It was anticipated that this investment would enable service improvements and for processes to be streamlined.

During 2015/16 it was projected that an additional £218k budget savings needed to be made. It was anticipated that this would be achieved by undertaking a mini restructure within the service area; from reduction in training budgets; and a reduction in Mayoral expenses. Savings were also expected the Members ICT project. The Committee was reassured that all of the services area's statutory responsibilities will be safeguarded. However, some non-statutory functions will be reduced in light of the authority's financial position.

Members of the Committee requested further details on the proposed restructure. The Monitoring Officer advised that the Protocol Office will be reduced from 4 FTE posts to 2 FTE posts with support supplemented by staff in the Mansion House. One application for voluntary severance had been approved and another vacant post would be deleted. There would be some transfer of responsibilities back to Committee and Member Services.

Members noted the proposed reduction in the training budget and questioned whether the training budget across the authority could be centralised. The Chief Executive stated that whilst all budgets are currently devolved to service areas, a project had been undertaken tasked with considering whether to centralised directorate budgets in order to achieve synergies and identify efficiencies.

The Committee supported the reduction of refreshments. Members noted the high cost of providing tea/coffee in the Members Rooms in City and County Hall and they considered these costs to be excessive. The Chairperson proposed that the tea/coffee machines in the Members Lounges be removed and be replaced with tea/coffee making facilities. The Committee supported this proposal.

Members also requested that the Members Diary be circulated 1 month in advance in order to assist diary management.

RESOLVED – That the report be noted.

## 23 : COMMUNICATION UPDATE

The Chairperson welcomed Tim Gordon, Head of Communications, to the meeting. Tim Gordon introduced himself to the Committee. Members were advised that, although he had only been in post for 10 days, he had 25 years of journalistic experience, including the last 5 years as editor of Wales on Sunday.

Work was being undertaken to formulate a Communications Plan, key to which would be improving internal and external communications and the beneficial use of social media.

The Committee discussed social media platforms in terms of communication and public engagement. Tim Gordon invited all Members to the Member Development training session on 12 January 2015, where Members will be able to gain a better understanding of the more practical uses of social media.

## 24 : CHIEF EXECUTIVE Q & A

The Chairperson welcomed Paul Orders, Chief Executive to the meeting. The Chief Executive thanked the Committee for their invitation to attend and stated that he would be happy to attend periodically in the future.

The Chief Executive asked the Committee whether they considered Members were receiving enough briefings on key issues for the Council, such as school performance and transportation. Members considered that an improved reference library and electronic access to Members Briefing materials would be an improvement, as it was not always possible for Members to attend Member Briefing sessions.

Concerns were also expressed that some important issues were not subject to scrutiny. Members stated that Scrutiny Committee spent too much time scrutinising processes, which offered little benefit, whilst some strategic decisions, did not come before scrutiny, e.g. issues relating to the bus station and Eastern High School. Specifically in relation to Eastern High School, the Committee considered that it was essential that Members gain an understanding of what went wrong, and what lessons can be learned, in order for improvements to be enacted. The Chief Executive agreed and suggested that Members should enter into dialogue with Directors in terms of an improvement agenda in order to target scrutiny to issues where problems exist.

25 : DATE OF NEXT MEETING

The next meeting will take place on 17 March 2015 at 4.30pm in Committee Room 4.



**CITY OF CARDIFF COUNCIL  
CYNGOR DINAS CAERDYDD**

**DEMOCRATIC SERVICES COMMITTEE: 25 MARCH 2015**

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**REFORMING LOCAL GOVERNMENT: WHITE PAPER**

**REPORT OF THE COUNTY CLERK AND MONITORING OFFICER**

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**Reason for this Report**

1. To consider Chapter 3 of the 'Reforming Local Government' White Paper issued by the Welsh Government.

**Background**

2. In April 2013, the Welsh Government announced the establishment of the Commission on Public Service Governance and Delivery, chaired by Sir Paul Williams (also known as the 'Williams Commission'), to examine all aspects of governance and delivery in the devolved public sector in Wales. The Williams Commission published its report on 20 January 2014, which made 62 recommendations, including proposals for local government reorganisation in Wales through the merger of local authorities.
3. The Welsh Government published its response to the Williams Commission's recommendations, entitled 'Devolution, Democracy and Delivery – Improving Public Services for People in Wales', on 8 July 2014. This report included a summary of actions to be taken forward by the Welsh Government.
4. On the same date, the Welsh Government also published a White Paper, entitled 'Devolution, Democracy and Delivery – Reforming Local Government'. The White Paper set out proposals for local government in Wales in the 21<sup>st</sup> Century and focused mainly on future legislation to support the proposed merger of local authorities in Wales. The Council's response to this White Paper was approved by Cabinet on 9 October 2014.
5. The Welsh Government published a second White Paper, entitled 'Devolution, Democracy and Delivery – Reforming Local Government: Power to Local People', on 3 February 2015. The deadline for the submission of responses to the Welsh Government consultation on the White Paper is 28 April 2015.

## Issues

6. Cabinet will be considering the Council's formal response to the consultation at its meeting on 2 April 2015
7. This White Paper addresses many of the previous recommendations of the Williams Commission and sets out proposals to improve the democratic leadership, diversity and governance of local authorities and to improve the performance of councils.
8. Chapter 3 of the White Paper "Renewing Democracy" deals with the following matters which may be of particular interest to the Democratic Services Committee :
  - Local Government elections (pages 25-26)
    - 5 year cycles/
    - Phased by thirds?
  - The roles & responsibilities of Leaders, Cabinet Members and Elected Members (pages 26-30)
    - 5 Term limit for elected members
    - Defined roles in legislation
    - Annual report to be produced
    - Should not be AM/Community Councillor
    - Should all have email/social media
    - Mandatory training in finance, corporate governance and communications
  - Diversity of Elected Members (pages 31-33)
    - Duty to ensure diversity with coherent anti-bullying and harassment policies
    - 40% target for women candidates in winnable seats
    - Information campaign to encourage more diverse candidates
  - Remuneration of Elected Members (pages 33-34)
    - Remuneration to be reviewed and similar to rest of UK
  - Number of Elected Members (page 34)
    - Number to be reduced/limited
  - Restrictions on Elected Members and Electoral qualification (pages 34-36) to allow non-politically restricted officers to stand for election
  - Recall of Elected Members (page 35)
    - If sanction imposed for breach of Code
    - Failure to perform effectively
9. Chapter 8 of the White Paper –"Strengthening the Role Of Review" states that the Welsh Government intend to remove the requirement that the Monitoring Officer may not also be the Head of Democratic Services. The Chapter ( at page 79) states: "The evidence we received suggested

this prohibition is unnecessary and, indeed, that there is a great deal in common between the two roles.”

### **Reason for Recommendations**

10. To consider what comments if any to refer to the Cabinet in drawing up the City of Cardiff Council’s submission in response to the Welsh Government consultation on the ‘Power to Local People’ White Paper.

### **Financial Implications**

There are no direct financial implications arising from the recommendations of the report

### **Legal Implications**

There are no direct legal implications arising from the recommendations of the report

### **RECOMMENDATIONS**

11. Democratic Services Committee is recommended to consider what response if any to recommend to Cabinet in formulating the council’s response to Chapter 3 and Chapter 8 of the ‘Reforming Local Government’ White Paper issued by the Welsh Government.

**Marie Rosenthal**  
**County Clerk and Monitoring Officer**  
17 March 2015

*The following background papers have been taken into account:*

Devolution, Democracy and Delivery White Paper Reforming Local Government: Power to Local People 3 February 2015.

Report of the Commission on Public Service Governance and Delivery  
(‘Williams Commission’)

<http://wales.gov.uk/topics/improvingservices/public-service-governance-and-delivery/report/?lang=en>

Devolution, Democracy and Delivery – Improving Public Services for People in Wales

<http://wales.gov.uk/docs/dpsp/publications/140708-response-to-commission-en.pdf>

Devolution, Democracy and Delivery White Paper –

Reforming Local Government: Power to Local People

<http://wales.gov.uk/docs/dsjlg/consultation/150203-power-to-local-people-full-en.pdf>

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**A Report of the  
Democratic Services Committee**

# Member Inquiry System



**The City of Cardiff Council**

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## **INQUIRY TERMS OF REFERENCE**

The aim of the enquiry was to review the use of the Member Enquiry System (MES) by Councillors and Service Area Co-ordinators. In doing so the Task and Finish Group will evaluate:

- the use of the MES by Members
- Understanding of enquiries and requests for service and the most effective channels for the reporting of each
- responses to MES enquiries from service areas
- Service improvement for the MES

## KEY FINDINGS

Having received evidence from witnesses over two meetings and one case study, the Members identified the following key findings for the Inquiry:

- KF1. Members expressed both positive and negative experiences using MES. It was agreed that officers would conduct a case study of a Member's experiences using the system over the period of one week in order to assess the strengths and weaknesses of MES.
- KF2. Evidence was received which suggested that the dedicated C2C telephone number (029 2087 2082) for Members should feature more prominently on the MES webpage. It was further considered that all elected Members should also be reminded that there are telephone numbers for some services outside office hours, which can be used in the case of emergencies.
- KF3. Members requested that a training session for Members on the benefits and the appropriate use of MES should be programmed into the Member Development Programme for 2015/16.
- KF4. Members considered that most of their peers would not be aware of the 'Report It' feature on the Council's website. Service requests made using this facility are referred directly to the service area concerned. The Task and Finish Group



suggested that the 'Report It' facility could feature more prominently on the Council's webpage.

- KF5. Members welcomed the opportunity to meet the officers responsible for administering MES. A Member stated that it was 'good to put a face to a name'. Members suggested that a future edition of the Members Newsletter produced by Democratic Services should contain an article on the MES, to include a photograph, as a means of introducing the officers responsible to all Members. The article should also publicise the 'Report It' feature referred to in KF4 and include a hyperlink link to the MES User Guide.
- KF6. Members considered that it would be helpful if a classification system could be introduced in order to assist service area to identify high priority or confidential enquiries. Officers agreed to investigate whether it would be possible to introduce a classification system for enquiries where Members could flag enquiries e.g. as 'confidential' or 'requiring an urgent response'.
- KF7. Members reported there were occasions when they needed to log a Members Enquiry but they did not have access to the MES system. Officers stated that they were able to assist in those circumstances. Members asked whether it would be possible to inform all Councillors that MES officers are able to log enquiries on their behalf in the event the Councillor did not have access online to the MES system.

KF8. Members provided evidence of instances when, after submitting an enquiry, they did not receive a holding response. Members considered that there were instances when holding responses would seem, not only useful but appropriate. Members were concerned that holding responses were not routinely being sent Members, when it seemed appropriate to do so. Members were advised that in those circumstances Members should contact MES officers, who will ask service area co-ordinators to provide a holding response, pending a full response to the enquiry.

KF9. The Task and Finish Group felt that there was a need to raise awareness of MES and its benefits. Members requested that a briefing session for all elected Members be arranged to take place prior to a future meeting of the Council. Ideally, the briefing session will be held in conjunction with the article on MES featuring in the Members Newsletter.

KF10. Members were advised a large proportion of enquiries recorded via the member enquiry system are actually 'requests for service'. Members noted that the response time for a request for service is generally much quicker than that of a member enquiry, which has a response deadline of 10 calendar days. The Task Group considered that it was important to reinforce the message that a member enquiry is a request for information that usually requires a detailed response which will include an in-depth investigation into a particular issue e.g. information about a person's housing

benefit claim or information regarding changes to waste collections and the impact this will have. Conversely, a request for service is a something that needs to be actioned quickly but would not require a response e.g. a request for items to be removed as a result of flytipping or for drains to be cleared.

## RECOMMENDATIONS

Following the completion of this Inquiry, an analysis of the evidence gathered and an assessment of the key findings was undertaken. From this the Committee recommends that:

- R1. The dedicated C2C telephone number (029 2087 2082) for Members should feature more prominently on the MES webpage. All elected Members should also be reminded that there are telephone numbers for some services outside office hours, which can be used in the case of emergencies.

***Supported by Key Finding KF2***

- R2. A training session for Members on the benefits and the appropriate use of MES should be programmed into the Member Development Programme for 2015/16.

***Supported by Key Finding KF3***

- R3. The 'Report It' facility should feature more prominently on the Council's webpage.

***Supported by Key Finding KF4***

- R4. A future edition of the Members Newsletter produced by Democratic Services should contain an article on the MES, to include a photograph, as a means of introducing the

officers responsible to all Members. The article should also publicise the 'Report It' feature referred to in KF4 and include a hyperlink link to the MES User Guide.

- R5. A future edition of the Members Newsletter should contain an article on the MES, including a photograph, as a means of introducing the officers responsible to all Members. The article should publicise, the Member Inquiry telephone number (029 2087 2082), the 'Report It' feature on the Council's website and include a hyperlink link to the MES User Guide. Councillors should also be advised that MES officers were able to record enquiries via the telephone when Members were unable to access to the MES system. The article should also advise Councillors to contact MES officers if they have not received a holding response when one is required.

***Supported by Key Findings KF2, KF4, KF5, KF7, KF8, KF9***

- R6. A classification system should be introduced in order to assist service areas to identify high priority or confidential enquiries, or similar.

***Supported by Key Finding KS6***

- R7. MES officers to contact service area co-ordinators in order to reinforce the requirement that to provide a holding response, pending a full response to the enquiry.

***Supported by Key Finding KS8***

- R8. A briefing session for all elected Members be arranged to take place prior to a future meeting of the Council. The briefing session will be held in conjunction with the article on MES featuring in the Members Newsletter, referred to in Recommendation 5 above.

***Supported by Key Findings KF9***

- R9. The FAQs Page on the MES webpage be updated to reflect the recommendations set out above.

***Supported by Key Findings KF2, KF4, KF5, KF7, KF8***

The Committee is asked to note that a number of the actions proposed have been completed. These are detailed as follows:

- C2C Member Enquiry line and out of hours – 16 February 2015
- Urgent enquiry – added to the system 5 March 2015
- Email response – added to the system 5 March 2015
- Holding responses – reminded SAC's 17 February 2015

## INQUIRY METHODOLOGY

1. This task group set out to review the practical use of the Member Enquiry System by Councillors.
2. Through the course of the inquiry Members received evidence from:  
  
John Agnew, Corporate Customer Services Manager  
  
Amy Collins, Senior Complaints and Enquiry Officer
3. Members also received evidence from elected Members.

Democratic Services,  
Room 286, County Hall, Atlantic Wharf, Cardiff CF10 4UW

Tel: 029 2087 2032

Email: [democraticservices@cardiff.gov.uk](mailto:democraticservices@cardiff.gov.uk)



# Members' Information and Library Service Project



## **Aim:**

To provide an update of progress made to  
Members of Democratic Services  
Committee



# Project Scoping Methodology

Research : reporting October 2014

Interviews, Focus Groups and Survey

**5** - Cabinet Members

**11** - Committee Chairs, Party Whips, backbench Members etc.

Cabinet Support Staff

Democratic services Staff and OM

National Assembly Staff

Glamorgan Archives Manager

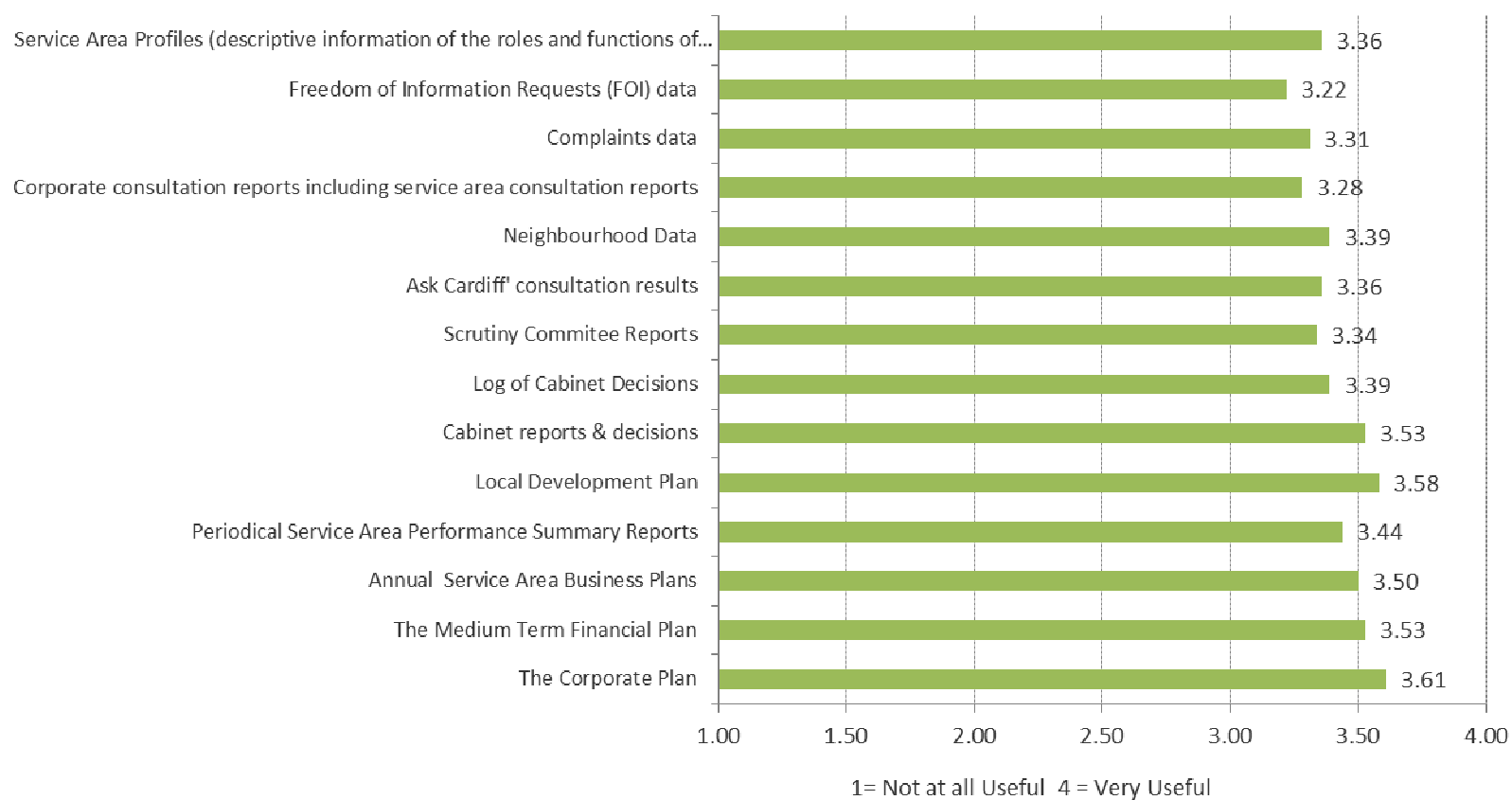
## Survey questionnaire:

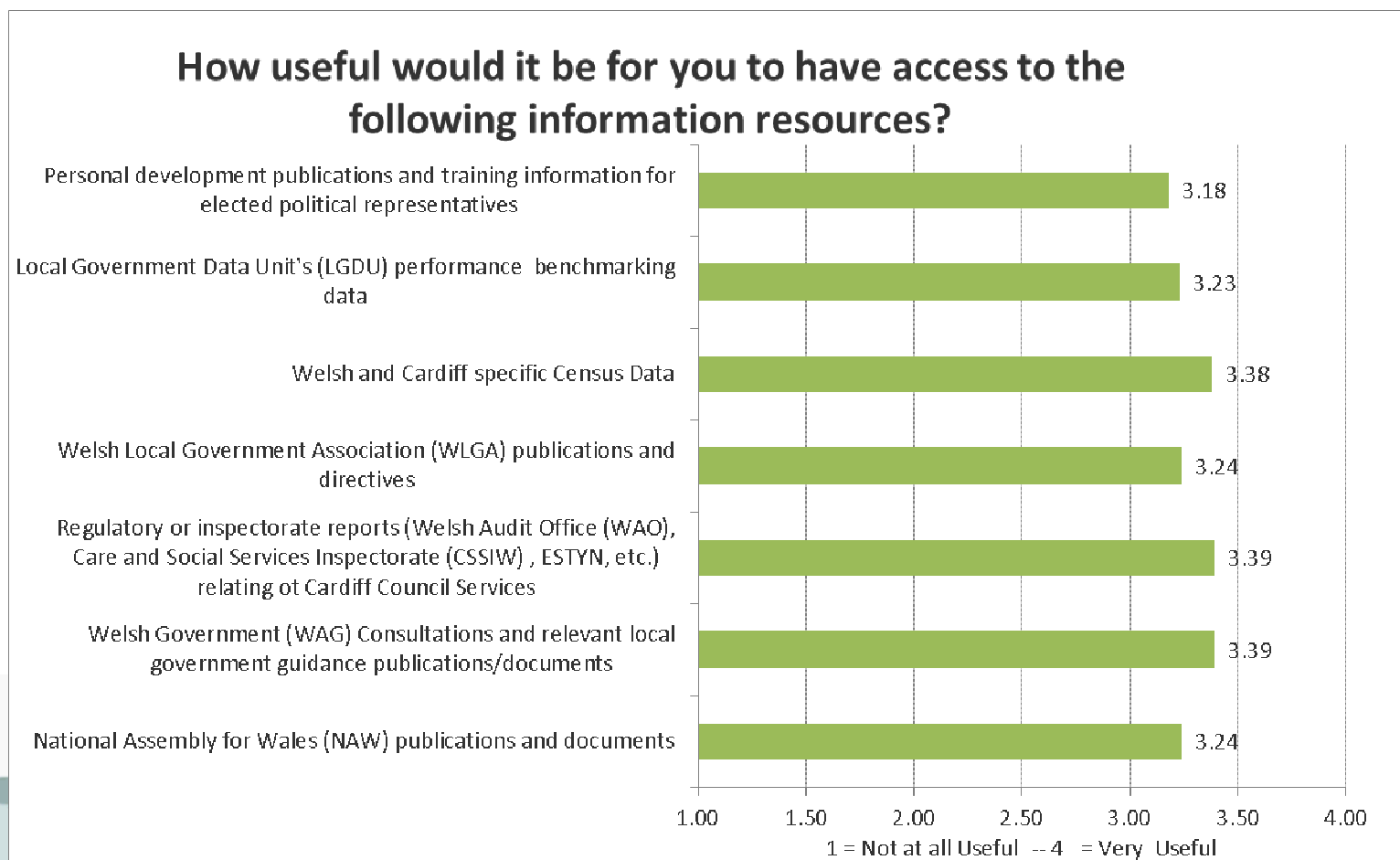
**43** – Respondents in total

**7** - Cabinet Members

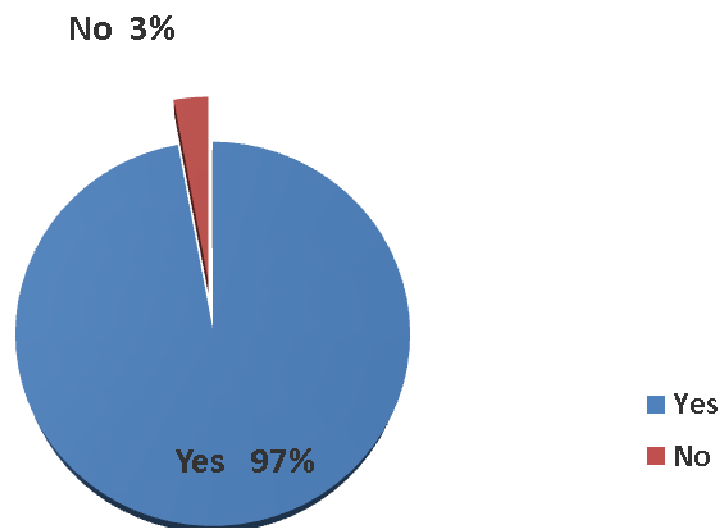


### How useful would it be for you to have access to the following resources?





Would it be useful to have a dedicated webpage which contains electronic copies and links to online resources?





# Service Delivery Platform

Modern.Gov Library Portal

## Service Components

Document Search Facility

Document access via and Indexed File  
Plan

# Access to Internal Documents

## Priority Documents

- Corporate/Cabinet documents
- Scrutiny reports and research
- Budget documents
- LDP
- Log of decisions
- Performance reports



# Access to External information

## Priorities:

- NAW &WAG publications, legislative updates, guidance etc.
- WLGA publications
- Regulatory reports (Estyn, CSSIW, WAO)
- Census and Welsh statistics
- LGDU, comparative performance data

# Search System Facility

## Potential Search Options:

- Title
- Topic or subject area
- Geographical area
- Date
- Document type



# Tasks for Delivery:

## Prioritisation, tagging and uploading of documents

### Option 1. Selected documents - 2014-2015

Internal documents - 609

All external links - 160

Total - 769

**Time scales – 3 ½ - 4 weeks (1 FTE staff)**

**minimum tagging 10 min per document**

## Option 2. All internal and external documents 2014-2015

Internal documents -	1085
All external links -	160
<b>Total -</b>	<b>1,245</b>

**Time scales – 6 weeks (1 FTE staff)**  
**minimum tagging 10 min per document**

# Other Operational Considerations



Setting –up of other operational features

File plan set -up

Pre-testing of on-line system

Member Volunteer

Officer Volunteer

Library Administrator and support resource  
Research staff and/or  
Committee support staff

Compliance to access requirements  
Welsh language provision  
Disabled access

# Formulation of Library User Handbook





Thank You





**CITY & COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**



**DEMOCRATIC SERVICES COMMITTEE:**

**25 MARCH 2015**

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**REPORT OF THE COUNTY CLERK AND MONITORING OFFICER**

**MEMBER DEVELOPMENT PROGRAMME**

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**Reason for this Report**

1. To consider the WLGA Continuing Professional Development for Councillors Competency Framework as part of the objective setting for the Member Development Programme for 2015/16.
2. To nominate Members to the Member Development Steering Group set up as part of the Member Development Strategy to review and evaluate the 2014/15 programme and design and propose a Member Development Programme for 2015/16.

**Background**

3. The Democratic Services Committee 11 June 2014 approved the Member Development Strategy and proposed schedule of Member Development sessions for 2014/15
4. The key aim of the Member Development Strategy is to ensure that there is support in place for every Elected Members to enable them to acquire and develop knowledge and a full range of skills to support their many roles as Community Leaders and representatives of the Council.
5. The Member Development Strategy identified the following key themes:
  - Frontline Councillor – including Community Leadership and engagement;
  - Corporate Governance and legislation including business essentials sessions on Safeguarding; Data Protection;
  - The Networked Councillor making effective use of ICT and Social Media,
  - Scrutiny and Challenge
  - Personal Skill Development e.g. Charing Skills;
  - Induction Programme and Mentoring.

## **Competency Framework**

6. The WLGA Continuing Professional Development for Councillors Competency Framework (Appendix 1) sets out the range of skills and knowledge required by Members. It provides a 'curriculum' of areas that authorities can consider when developing local strategies on Member Development including generic and specific competencies.
7. Many of these competencies form part of the key themes identified in the Member Development Strategy as set out above.

## **Programme Development**

7. It is proposed that the Member Development Steering Group be made up of: -
  - Three Members of the Democratic Services Committee (including the Chair);
  - One Independent Member of the Standards and Ethics Committee;

and that a meeting be arranged in April to develop the programme for Members for 2015/16.

8. The Steering Group will review and evaluate feedback from sessions held in 2014/15; review the delivery and learning approaches to ensure that these meet Members expectations and requirements; consider the scheduling and frequency of training.
9. Members should note that the Member Development Programme would be complimented by Member briefings on emerging issues.

## **Legal Implications**

10. The relevant requirements of the Local Government (Wales) Measure 2011 are referred to in the body of this report. There are no other direct legal implications arising from the content of this report.

## **Financial Implications**

11. There are no direct financial implications arising from this report with any costs associated with development and support being met from existing resources.

## **Recommendations**

1. the feedback on the WLGA Continuing Professional Development for Councillors Competency Framework be used to inform the preparation of the 2015/16 Member Development Programme;
2. Three Member be nominated to the 2015/16 Member Development Steering Group to meet in April to design and propose the Member Development Programme for next 12 months.

**MARIE ROSENTHAL**  
**COUNTY CLERK AND MONITORING OFFICER**  
19 March 2015

*The following Appendices are attached:*

### **Appendix A: WLGA Continuing Professional Development for Councillors**

*Background Papers*

*Member Development Strategy 11 June 2014*  
*WLGA National Member Development Strategy 2014-17*

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## **WLGA Continuing Professional Development for Councillors 2014/15**

### **Competency Framework**

**This competency framework describes the range of skills and knowledge required by members and a set of associated effective behaviours. It has been developed by the WLGA working with members and officers across Wales and is intended to be used by members when considering their need for professional development or reviewing their performance. It also provides a “curriculum” for authorities when developing local strategies for member development. The Framework includes a range of generic competencies required by all members and separate sections for specific roles on the council.**

## 1. Fundamentals: A range of generic skills required by all members

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<b>Understanding of the role of councillor</b>	The extent and limits of a councillor's individual responsibilities and powers and responsibilities in corporate governance. Also corporate responsibilities such as corporate parenting and safeguarding children and vulnerable adults.	Undertakes their role effectively in the council, the community and with partner agencies. Understands when it is and is not appropriate to act for the ward or in the interests of the area as a whole. Acts proactively to deliver outcomes within corporate responsibilities.
<b>Understanding the role of the council</b>	Understanding of the services delivered, both statutory and discretionary and the policies, procedures, plans and strategies which underpin them.	Is able to describe the work of the council to the public and where these responsibilities lie with other agencies such as community and town councils, voluntary sector or the Welsh Government. Contributes to the development of council plans and strategies and takes decisions in the light of these.
<b>Balancing commitments</b>	An understanding of time management principals including prioritisation and delegation	Maintains an effective work/life balance, managing the time available to concentrate on the issues with the most significant outcomes.
<b>Information management</b>	Understanding of the legal requirements of Data Protection and Freedom of Information legislation. Understanding and interpreting information and data. Ability to handle data in the format provided by the council	Receives information and data from a variety of sources and is able to store share and use it effectively and where possible electronically. Does not keep records about people without seeking their agreement. Responds promptly and appropriately to FOI requests.
<b>Using ICT and social media</b>	Skills in all 'Office' applications such as word processing, presentation and spreadsheets. And communication and social media applications including email, tweeting, blogging and personal website management.	Conducts all council business electronically Communicates with the community electronically and through social media where appropriate. Maintains an effective, positive and ethical online presence.

<b>Meeting preparation and participation</b>	Understands standing orders, protocols and rules of debate. Skills in public speaking, debating, asking questions.	Prepares effectively for meetings by reading papers, analysing data, undertakes personal research and participates in any pre meetings. Contributes to positive meeting outcomes by seeking tangible decisions or actions. Effectively contributes to meetings making points clearly and succinctly Remains focussed on the business in hand Understands and applies meeting 'rules' Seeks guidance from officers and group leaders before meetings as appropriate.
<b>Working with the media</b>	Skills in building relationships with the media and being interviewed on TV radio and for the press.	Is a recognised source of credible information for the media. Speaks confidently, authoritatively and appropriately in interviews. Enhances the reputation of the council when appearing on screen or in print.
<b>Self promotion</b>	The ability to develop a profile in the community through local activities and effective communication and consultation.	Writes an annual report on achievements and activities. Is highly visible in the ward. Maintains a high standard in both personal reputation and that of the council.
<b>Working with officers</b>	Understanding and skills in acting as a corporate employer. Understanding of the appointments process and interviewing skills. Understanding the role of officers and the 'rules' they need to abide by.	Maintains professional relationships with officers, recognising appropriate boundaries. Acts as an effective member of an appointment panel applying sound HR and equality and diversity principles to secure the best candidate.
<b>Health and safety</b>	Understanding of Health and safety legislation in the work of the council. Understand how to assess risks and ensure personal safety and that of others.	Promotes and ensures the health and safety of everyone in the council. Ensures personal safety when working in the council and when in groups or alone in the community.
<b>Equalities and respect</b>	Understanding Equalities and Diversity law relating to the work of the council and the role of the councillor. Understanding of the need for and what constitutes respectful behaviour towards others	Applies appropriate equalities legislation and demonstrates equalities values in personal behaviour and council decisions. Treats everyone with respect at all times when acting as a councillor whether in the Council, community, or political group.

<b>Continuing and development</b>	<b>professional personal</b>	Ability to identify personal development needs and to participate in development activities	Undertakes regular personal development reviews taking account of role descriptions and competency frameworks. Takes responsibility for developing personal skills and knowledge, attends learning and development activities seeking tangible outcomes.
<b>Conduct</b>		Understanding of the ethical framework governing the work of councillors, specifically the Code of Conduct. Understanding of the role of the monitoring officer. Personal skills in demonstrating respect for others regardless of sex, race, religion, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity .sexual orientation.	Abides by the code of conduct at all times. Always declares and defines interests. Seeks advice from the monitoring officer when appropriate. Treats others with respect in all settings. Demonstrates integrity. Values others. Listens. Stays calm in difficult situations
<b>Financial capability</b>		Understanding of the way councils and services are funded. Understanding and skills in budget setting. Personal financial capability. Understanding the impact of welfare reform and the austerity agenda.	Engages effectively in the budget setting process. Is prepared to take hard, evidence based decisions. Demonstrates skills in numeracy when interpreting data and asking questions.
<b>Interpersonal skills</b>		Self-awareness, and skills in self management, "good manners" emotional intelligence, listening. Negotiation and mediation skills.	Acts in a professional and respectful manner to all people and in all places.
<b>Sustainable development</b>		Understanding of issues that impact on future generations such as health and wellbeing, financial security and the environment.	Takes decisions based upon the needs of future generations as well as the current population.



**2. Local Leadership. A range of skills required by all councillors in their role as community leaders**

<b>Working with the community</b>	Knowledge of community groups and leaders. Understanding of community issues and concerns. Ability to seek the views of all relevant parties.	Understands the needs of the local community and secures action from the council on behalf of local people. Communicates with the community, individuals and the council to ensure engagement and understanding of all parties.
<b>Consultation and engagement</b>	Understands the different levels of engagement ranging from communication to co-production set out in the national principals of engagement for Wales. (see appendix)	Demonstrates positive outcomes as a result of effective engagement.
<b>Voluntary sector</b>	Understands the role and responsibilities of the voluntary sector in the area.	Builds effective relationships with the voluntary sector and communicates and works with them when appropriate
<b>Local issues</b>	Understands the issues of importance to people locally and throughout the council area. Knows which council plans will impact on local issues.	Works with the community and the council to find solutions to local problems. Secures funding for local initiatives.
<b>Working with community and town councils</b>	Understanding of the responsibilities of community councils and their forward work programmes.	Works with community councils to deliver outcomes for the community. Maintains positive relations and active communication with the community council and clerk.

**3. Casework**

<b>Being accessible to the public</b>	Understanding of and ability to arrange and publicise opportunities to discuss casework with the public.	Makes themselves available through the most appropriate means to connect with the greatest number of people. Uses surgeries, street surgeries, informal settings, home and social media as appropriate.
<b>Managing casework</b>	Ability to use case management techniques and software and communicate and monitor progress.	Promises only that which can be delivered. Keeps the people on who's behalf they are working informed of progress.

		Monitors progress of cases after they have been referred to officers or other agencies. Uses the established referral schemes within the council.
<b>Signposting</b>	Knowledge of sources of information and advice within and outside the council.	Makes links between members of the public and the appropriate source of help in the council.

#### 4. Political environment

<b>Party Policy</b>	Awareness of values and manifestos both nationally and locally.	Effectively balances the requirements of people, party, group and council.
<b>Liaison with National Government WG and NAFW</b>	Understanding of the functions of WG and means of engagement.	Liaises with local MPs and AMs. Brings local issues to the attention of the WG when appropriate.
<b>Group membership</b>	Rules and constituency group structure and policies.	

#### 5. Scrutiny

<b>Understand the role and potential of scrutiny for driving improvement</b>	Understanding of the characteristics of effective scrutiny (appended).	Contributes to the work programme. Acts in a non-political and non-parochial manner when reviewing policy or monitoring performance. Prioritises the areas of work where scrutiny can make a difference. Promotes the work of scrutiny within the council.
<b>Policy development</b>	Understanding of the area of service or council function for which the committee is responsible	Makes evidence based recommendations.
<b>Performance monitoring</b>	Ability to understand complex data, financial information, risk, reports from audit, inspection and regulatory bodies. and other information required for performance measurement.	Identifies and challenges poor performance based on evidence.
<b>Meeting skills</b>	Ability to prepare thoroughly for meetings. Ability to understand and	Listens actively and effectively Makes appropriate use of pre meetings to plan a questioning

	contribute to the questioning strategy. Ability to listen and question effectively throughout the meeting.	strategy. Focuses on meeting outcomes using meeting processes as a means to an end.
<b>Engaging with the public in scrutiny</b>	Raising public awareness of scrutiny and work programmes. Ability to engage with individuals and organisations especially those traditionally excluded.	Encourages the public to become involved in the policy and decision making process through scrutiny.
<b>Joint scrutiny</b>	Understanding of the role, remit, terms of reference and powers of any joint scrutiny committee and the role of the individual member on that committee. To understand the role and responsibilities, priorities of regional bodies, partnerships and organisations outside the council that the committee may need to scrutinise.	Demonstrates a commitment to working jointly with scrutiny members from other authorities, partnerships and organisations.

## 6. Chairing

<b>Meeting management</b>	Understanding of meeting protocols and the rules of debate. Ability to manage the agenda, contributions and time. Ability to engage with the public and press and viewers in the case of webcast meetings.	Chairs clearly and authoritatively, enforcing the rules and encouraging fair participation. Manages the agenda by introducing items, summarising debate, focussing on outcomes and limiting contributions which do not contribute to the outcomes. Ensures that the public feel welcome, understand the meeting purpose and how they can contribute.
<b>Committee leadership</b>	An in depth understanding of the role of the committee and its scope. Ability to liaise with relevant officers, members and agencies. Commitment to enabling	Works with the committee outside of meetings to develop its effectiveness and that of participating individuals. Communicates with members and officers with an interest in committee proceedings.

	all committee members to develop skills and participate effectively in meetings.	Builds relationships with the relevant Heads of service/ directors to ensure that the work of the committee is relevant, well informed and provides the outcomes needed.
<b>Work programme development and management</b>	Understanding of the subjects within the scope of the committee and how these interact with council policies generally and the roles of other committees. Ability to develop a balanced work programme for the committee and clear terms of reference and outcomes for any sub groups.	Works with officers and committee members to develop the work plan taking account of the fit with the work of other committees.  Ensures that the work programme takes account of national regional and local plans, policies and the expressed needs of the community for services.  Makes sure that the committee also takes account of inspections or reports from audit, inspection and regulation bodies.
<b>Resourcing</b>	Ensuring that the committee has the staffing, information and finances to function effectively	Negotiates the support required by the committee

## 7. Statutory/Regulatory

<b>Planning</b>	Understanding of planning law generally. Understanding of how to apply the code of conduct to planning issues. The declaration of interests as this relates to planning matters. Understanding of the Local Development Plan. Understanding of the 'rules' for Development Management. Understanding of Sustainable Development principals and legislation including environmental, welfare and design considerations.	Demonstrates objectivity by taking independent decisions based on evidence and the legal responsibility placed on members acting in a semi judicial role.  Transparently adheres to the Code of Conduct.  Seeks appropriate advice, development or briefing before taking decisions.
<b>Audit</b>	Ability to scrutinise financial performance. An understanding of	

	risk management and internal and external audit arrangements.	
<b>Licensing</b>	An understanding of Licensing regulations and Licensing policy. Understanding of local policies which impact in this area such as the Community Plan and wider considerations for sustainability.	
<b>Democratic services</b>	An understanding of the legislative requirements for a DS committee. Understanding of the requirements for member support and development. Liaison with the Head of Democratic services and Lead member for member support and development. Promoting diversity in local government.	
<b>Standards</b>	Understanding of the law and constitution in relation to Conduct. Ability to advise and train members of both principal and community councils in relation to the Code of Conduct	

## 8. Cabinet

<b>Portfolio lead</b>	A thorough knowledge of relevant service areas. An ability to build relationships with relevant officers and scrutiny chairs. Ability to work collaboratively to develop a vision for the service area.	Provides political direction to officers in the portfolio area Is accountable for communication, policy and performance in the portfolio area. Actively seeks and values the input of scrutiny to policy development and performance monitoring. Works with officers to consider issues, priorities and take decisions.
<b>Collective responsibility</b>	Ability to handle information and take decisions after full	Takes responsibility as a cabinet member for strategic council decisions.

	<p>consultation and consideration of the issues.</p> <p>Ability to prioritise issues of most importance to the authority.</p> <p>Ability to work with other authorities and agencies to secure services for the Council</p>	
<b>Taking decisions under delegated responsibilities</b>	<p>Understanding of the scheme of delegation.</p> <p>Ability to take responsibility for decisions taken under the scheme</p>	

## 9. Strategic Leadership

<b>Manage the reputation of the council</b>	<p>Ability to act as an ambassador for the authority</p>	<p>Effectively represents the council at all levels ensuring that information about the council and its services and citizens is communicated positively and with integrity.</p>
<b>Leadership of area/region/place</b>	<p>Ability to develop a vision for the area/region/locality</p>	<p>Works with the council and the public to collaboratively develop and communicate a local vision that is clear, supported by the public and understood by the Council.</p>
<b>Develop, communicate and lead a vision for the council</b>	<p>Ability to develop a vision for the work of the council</p>	<p>Works with the council to collaboratively deliver the local vision</p>
<b>Maintain a successful relationship with the Chief Executive and Senior Management team</b>	<p>Ability to communicate effectively with the Chief Executive and senior officers.</p> <p>Understanding of the performance appraisal process and personal skills in conducting reviews setting objectives and giving feedback.</p>	<p>Meets and communicates openly and regularly.</p> <p>Makes expectations clear and provides political leadership.</p> <p>Undertake performance reviews with senior officers as appropriate.</p>
<b>Leadership of the Council</b>	<p>Promote and support good governance in the council</p> <p>Manage performance</p>	

## 10.Partnership and representation

<b>Work on outside bodies</b>	Understanding of the role of the outside body. Understanding of the role of the councillor on the outside body whether as council representative, locality representative, or as an individual.	Reports to and from the council and outside body as appropriate.  Represents the views of the council, personal views or that of the community effectively and appropriately according to the setting.
<b>Joint committees</b>		
<b>Working as a school governor</b>	Understanding of education policy and school organisation	Oversees the school performance. Challenges the school management as a critical friend. Takes part in governor training.
<b>Working as a member of a community or town councillor</b>	Understanding of the role of the community council and its limits	<b>One Voice to supply thoughts</b>
<b>Working as a Co-optees</b>	Understanding of the role and limits of the role of co-optees on committees	Shares expertise with committee impartially

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**REPORT OF THE COUNTY CLERK AND MONITORING OFFICER**

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**MEMBER ICT PROJECT**

**Reason for this Report**

1. To report on ICT related issues raised by Committee on 17 December 2015 (Min No 20) and other associated matters.

**Background**

2. The roll-out of the Members ICT Project aimed at delivering a new way of working for Members using technology, and to generate savings on paper and printing costs was closed down on 30 November 2014.
3. The project outperformed the original target to equip up to 35 Councillors. 55 tablets were purchased and 46 Councillors have taken up the option and are now users; with 28 Councillors retaining their existing equipment for the time being.
4. As part of the County Clerk and Monitoring Officer Directorate Plan the budget line relating to printing has been monitored on a monthly basis to quantify savings in printing costs.

**Issues**

5. The Committee raised a number of technical matters in relation to the tablet provision at its meeting 17 December, and sought clarification of these matters at this meeting. The ICT Service Manager will be in attendance to respond to Members questions.
6. Councillors in signing up to the ICT Member Project agreed to support the 'paper-lite' Council by opting not to receive hard copy papers and the Business Case was signed off on this basis.
7. The Democratic Services performance indicator on printing costs is anticipated to show a savings for 2014/15 of approximately 50% circa £20,000. See tabled attached as Appendix 1.
- 8.

## **Legal Implications**

9. The relevant requirements of the Local Government (Wales) Measure 2011 are referred to in the body of this report. There are no other direct legal implications arising from the content of this report.

## **Financial Implications**

10. The business case indicates a potential saving of £56,204 over a three year period. The cost of the new equipment has been capitalised in the current year. This has been undertaken as an invest to save scheme with the initial cost of the equipment and other facilities being financed from reductions in the cost of printing and other associated revenue budgets.
11. There is a risk that should Member requirements change then this will impact on the model and could result in increased costs. If this occurs, then any additional costs would have to be met from within existing Council budgets or by a drawdown from reserves.

## **Recommendations**

To consider and comment the information received and discuss any measures to improve the service effectiveness and efficiencies.

**MARIE ROSENTHAL  
COUNTY CLERK AND MONITORING OFFICER  
DEMOCRATIC SERVICES**

*The following Appendices are attached:*

**Appendix 1: Printing Monitoring Report**

## **Appendix A**

### **Analysis of faults and issues to date**

#### **Hardware issues**

The Members tablets are currently under 3 year warranty with Dell.

All hardware failures and replacements required to date have been rectified under warranty.

One key issue has been with the wireless network cards for the tablets not functioning correctly and causing issues when docking and un docking the device. Although this was not affecting all devices we asked for, and Dell supplied, replacement cards for all devices.

We have now replaced 35 out of 55 cards to date and are continuing to replace the remainder when ICT get the devices back to do any work on them – the remaining ones have not exhibited faults but we are replacing them anyway as a precaution.

A more recent issue has been a fault affecting the charging port on the tablets and around 25% of tablets have been identified to date as faulty and again all have been replaced under warranty by Dell.

There has been a further issue reported by users regarding some personally purchased charging cables but this has been identified as an issue purchasing non Dell parts (or grey import). Attempting to use these on the tablets has also caused some issues as these have not always worked correctly.

We remain in discussion with our Dell Account Manager as to the issues Cardiff has experienced to date and have requested confirmation that we can still replace the devices should we be unhappy with their reliability.

#### **Password issues**

Another key and recurring issue to date has been password related problems.

Tablets have passwords for disk encryption (Becrypt), the normal network logon and for connecting securely to the council network and this has caused significant confusion for Members with uncertainty over which password is used for each stage.

Members have experienced issues particularly when required to change the passwords in line with security requirements.

In most cases a password reset and a synchronisation with Becrypt has resolved the issue but this has understandably caused significant frustration for members.

ICT are reviewing both the security mechanisms used for the tablets to see if we can streamline the processes involved as well the support options available to Members to support and guide them through the password issues.

ICT are working with Member Services to ensure their support staff are fully familiar with the issues and their resolution to help both avoid the problems in future but also to solve the issues for Members in a timely fashion should they occur.

### **Microsoft Patching Issue**

Microsoft issued a Windows security patch as part of their regular monthly patching protocol. ICT rolled this out following our Patch Management Policy to a group of test devices, and once this had no perceived adverse effects we deployed globally to the councils devices.

This is in line with industry standards and best practice and required for the council's PSN & PCI compliance. Only after a much wider deployment did it start to affect some, but not all devices with Windows 8.1 operating systems, and as soon as we became aware of the problem we halted installation of this patch.

Unfortunately removing the patch was made more complicated by the encryption software, in that the device needed to be decrypted first which took a significant time for each device. Members that had no local data that required saving had their devices rebuilt as this was quicker than decrypting and uninstalling the patch then re encrypting.

A few weeks later the same situation occurred again with another Microsoft patch. We have subsequently altered the base-build of Windows 8.1 that we use which has resolved the current problem but no guarantee can be given of a similar situation arising in the future should Microsoft patches prove faulty as in this instance it only affected some and not all Windows 8.1 devices – even identical models.

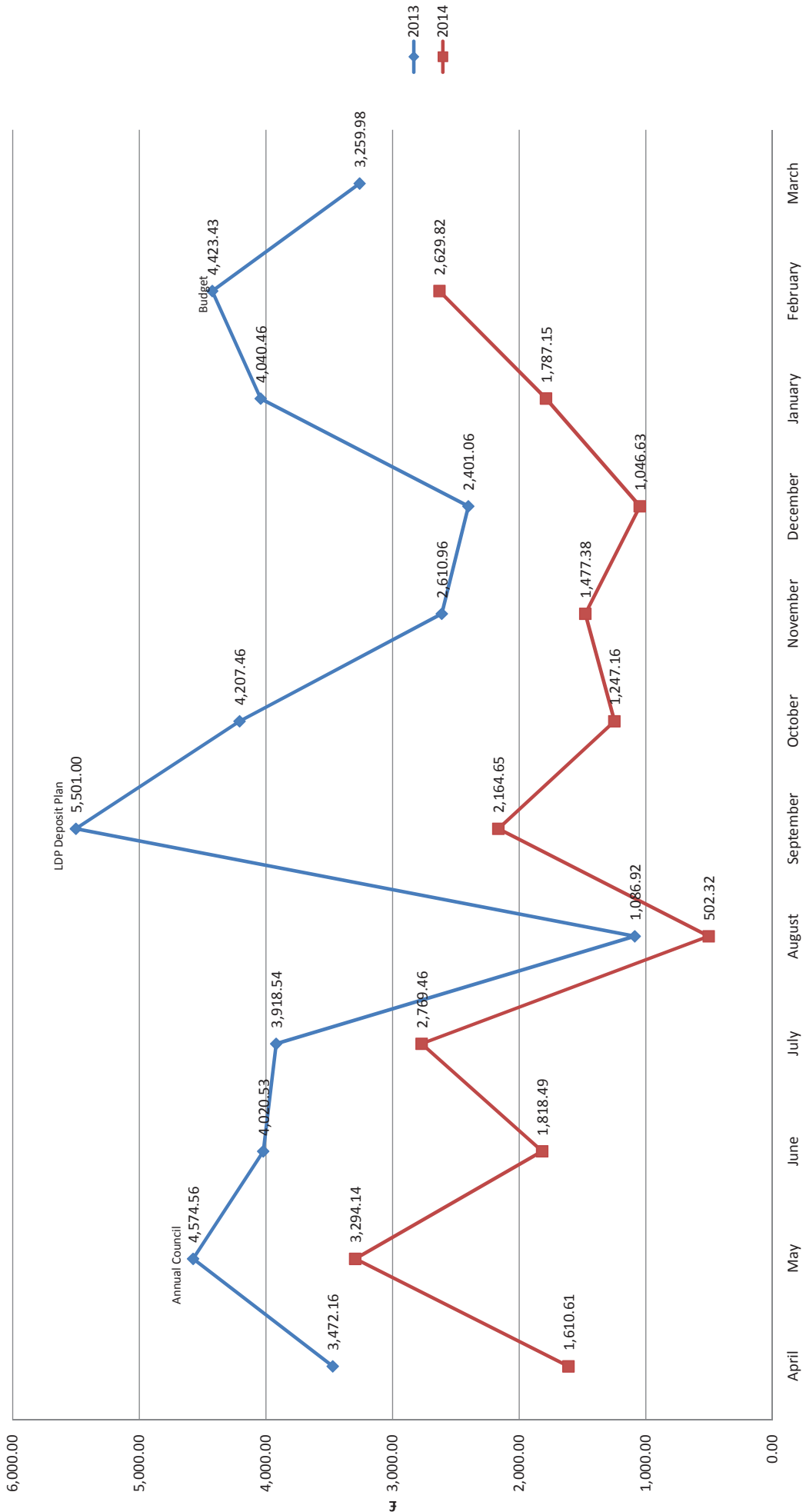
As a result of the variety of issues experienced to date ICT have had to rebuild around 25 tablets to date.

### **Summary**

Although we have experienced significant teething problems during this project, and more than is typical when introducing a new technology in our experience, in discussion with the Vale and other authorities this is not untypical of their experiences with tablets from a variety of vendors which could be indicative of a more rushed approach by suppliers to bring new models to market.

The hardware now appears to be more stable but issues remain around the understanding of the password process which needs further work between ICT, Members Services and Members to improve.

## Democratic Services Year on Year Printing Costs



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