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AGENDA

Committee DEMOCRATIC SERVICES COMMITTEE

Date and Time of Meeting WEDNESDAY, 15 JULY 2015, 10.30 AM

Venue COMMITTEE ROOM 4 - COUNTY HALL

Membership Councillor Clark (Chair)
Councillors Dilwar Ali, Chaundy, Goddard, Graham, Hinchey, Hyde,
Lomax, Murphy and Ben Thomas

Time approx.

1 Apologies for Absence 10.30 am

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 Chairperson, Membership and Terms of Reference

Chairperson

To note that the Council at its meeting on 21 May 2015 appointed Councillor Clark as Chairperson of this Committee.

Membership

To note the Council at its meeting on 21 May 2015 appointed the following Members to this Committee:

County Councillors Dilwar Ali, Chaundy, Clark (Chairperson), Goddard, Graham, Hinchey, Hyde, Lomax, Murphy and Benjamin Thomas (2 vacancies)

Terms of Reference

- To carry out the local authority's function of designating the Head of Democratic Services;
- To keep under review the provision of staff, accommodation and other resources made available to the Head of Democratic Services in order to ensure that it is adequate for the responsibilities of the post;
- To make reports, at least annually, to the full Council in relation to these matters.

4	Minutes <i>(Pages 1 - 4)</i> To approve as a correct record the minutes of the meeting held on 25 March 2015	10.35 am
5	Modern.Gov - Update <i>(Pages 5 - 8)</i> Report of Director, Governance and Legal Services attached	10.40 am
6	Member Online Library and Information Service Briefing on the Member Online Library and Information Service.	10.50 am
7	Draft Democratic Services Committee Annual report 2014/15	11.00 am
8	Process for Annual Report by Members 2014/15 <i>(Pages 9 - 16)</i> Report of Director, Governance and Legal Services attached	11.10 am
9	Members Development Programme 2015/16 <i>(Pages 17 - 56)</i> Report of Director, Governance and Legal Services attached	11.20 am
10	ICT Member Project Update <i>(Pages 57 - 60)</i> Report of Director, Governance and Legal Services attached	11.40 am
11	Members Services : Support for Members Verbal report	12.00 pm
12	Work Plan 2015/16 For discussion	12.15 pm
13	Dates and Timing for Future Meetings	12.30 pm

Marie Rosenthal

Director Governance and Legal Services

Date: Thursday, 9 July 2015

Contact: Graham Porter, 029 2087 3401, g.porter@cardiff.gov.uk

DEMOCRATIC SERVICES COMMITTEE

25 MARCH 2015

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

Apologies: Councillors Bridges, Chaundy and Ben Thomas

26 : 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.

No declarations of interest were received.

27 : MINUTES

The minutes of the meeting held on 17 December 2014 were approved by the Committee as a correct record and were signed by the Chairman.

28 : MEMBER ONLINE LIBRARY INFORMATION SERVICE - PRESENTATION

The Chairman welcomed Gladys Hingco, Principal Research Officer, Scrutiny Services to the meeting and invited her to deliver a presentation updating Members on progress made in the development of a Members Online Library and Information Service (MOLIS).

Members were reminded that MOLIS was being developed to replace the existing Members Library in County Hall. Feedback from a survey, interviews and focus groups was used to shape the content of the library and set priorities. The results of the survey were set out in the presentation documents circulated to the Committee.

Members were advised that Phase 1 of MOLIS would the Modern.gov platform to provide a document search facility and index file system allowing Members to access internal documents and external sources of information. A list of priority documents and external sources was provided along with an overview of the search facility and index file system. The Committee was advised that, as a result of the large volume of documents within the scope of the MOLIS project, it was necessary to prioritise corporate, governance, scrutiny, performance management and decisions. It would also be necessary to allocate resources to the administration and maintenance of MOLIS on an ongoing basis.

Gladys Hingco requested one Member and one staff volunteer to participate in the testing of the system. Members were also asked to note the probability that Welsh Language issues and Disabled Access issues would need addressing in the future.

AGREED – that:

1. the Chairperson writes to the Members of the Committee requesting a volunteer to participate in the testing of MOLIS;
2. a further progress report be considered at the next meeting of the Committee.

29 : WHITE PAPER - REFORMING LOCAL GOVERNMENT

The Committee received a report considering Chapter 3 of the Welsh Government's 'Reforming Local Government' White Paper. The report set out the background to the White Paper following the findings of the Williams Commission report which was published in January 2014 and which included proposals for local government reorganisation in Wales through the merger of local authorities.

Members were advised that the Cabinet would consider the Council's formal response to the consultation at its meeting on 2 April 2015. Members were asked to consider what comments, if any, to refer to the Cabinet for consideration when agreeing the City of Cardiff Council's submission.

The report provided details on the following proposals from Chapter 3 of the White Paper – 'Renewing Democracy' - which may be of particular interest to the Democratic Services Committee:

- Local Government Elections
- The roles and responsibilities of Leaders, Cabinet Members and Elected Members
- Diversity of Elected Members
- Remuneration of Elected Members
- Number of Elected Members
- Restrictions on Elected Members and Electoral qualification
- Recall of Elected Members

The report also noted that Chapter 8 of the White Paper report 'Strengthening the Role of Review' stated that the Welsh Government intends to remove the requirement that the Monitoring Officer may not also be the Head of Democratic Services.

The Committee debated each of the White Paper proposals set out above. Members indicated whether they were broadly supportive or not.

AGREED – That:

- (1) the Chairman write on behalf of the Committee to the Cabinet recommending the views of the Democratic Services Committee when formulating the Council's response to Chapter 3 and Chapter 8 of the 'Reforming Local Government' White Paper issued by the Welsh Government;

- (2) the Committee responds to the Welsh Government consultation in their own right; the Chairman to draft a letter and circulate to all Members for agreement prior to despatch.

30 : MEMBERS ICT UPDATE

The Committee received a verbal update from Phil Bear, ICT Service Manager on the performance of the tablet devices provided to Members as part of the Members ICT project. Members were advised that a number of unforeseen hardware and software faults resulted in poor performance. A brief explanation of those fault identified was provided.

Members discussed the information received and provided anecdotal examples of some of the issues they were experiencing. Members were supportive of the principles of the ICT project in terms of supporting members and reducing costs. However, the Committee felt that it was essential that any device provided needed to be reliable. Members expressed concerns regarding the reliability of the tablet devices as a long-term solution. Questions were raised regarding the impact the responding to the high number of faults reported was having on officer time and resources. Councillors also questioned what might be done to shorten the length of time taken to get devices handed to ICT for repair back to Members.

AGREED – That a Task and Finish Group be established to evaluate the implementation of the Members ICT Project.

31 : TASK AND FINISH GROUP REPORT - MEMBER ENQUIRY SYSTEM

The Committee received a report from the Task and Finish Group on the Members Inquiry System (MIS). The aim of the Task and Finish Group was to review the use of MIS by Councillors.

The report contained 9 recommendations, supported by 10 Key Findings. The Committee discussed the recommendations. It was noted that a number of the recommendations had already been implemented.

AGREED – that the Committee approves the recommendations contained in the report.

32 : MEMBER DEVELOPMENT PROGRAMME

The Committee received a report and were asked to consider the WLGA Continuing Professional Development for Councillors Competency Framework as part of this objective setting for the Member Development Programme for 2015-18. The Committee was also requested to nominate Members to participate in the Member Development Steering Group which was established as part of the Member Development Strategy to review and evaluate the 2014/15 programme and design and proposed a Member Development Programme for 2015/16.

The Committee noted the report. The Chairman requested that an email be sent to all Members of the Committee seeking nominations for the Steering Group as a number of Councillors were not present. The Committee suggested that the email should be sent to all Members of the Council and Membership of the Steering Group

should not be restricted to the Democratic Services Committee. It was also considered that the Members Development Programme should provide all Members with an opportunity to raise their awareness of budget setting and performance management.

AGREED – That the Chairman write to all Members of the Council requesting nominations for members to participate in the Members Development Steering Group.

33 : MODERN.GOV UPDATE

The Committee received a verbal update on the progress made on the implementation of the Modern.gov committee management system.

34 : DATE OF NEXT MEETING

AGREED – That the date of the next meeting be determined.

The meeting terminated at Time Not Specified

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



DEMOCRATIC SERVICES COMMITTEE:

15 JULY 2015

**REPORT OF THE DIRECTOR, GOVERNANCE AND LEGAL
SERVICES**

MODERN.GOV UPDATE

Reason for this Report

1. The purpose of this report is to provide the Committee with an update on implementation of Modern.gov, the Committee Management System.

Background

2. The Democratic Services Committee has been kept informed on the procurement and planned implementation of the Modern.gov Committee Management System at its meetings on 17 December and 25 March 2015.
3. Modern.gov provides a significant increase in the automation and functionality of the Democratic and Governance processes, and supports the move towards more agile technology and a 'paper-lite' Council - providing Members with the opportunities to access information in a variety of ways.

Progress to Date

4. Modern.gov went live on 26 May 2015 however the Committee and Members Services and the Cabinet teams have been using the functionality of the system for sometime and Members have been receiving the new format agenda and reports and have provided positive feedback on the packing of the agendas; the navigation of agenda items using the book marks; the sequential page numbering which is also set out on the agenda front for those Members who use hard copy; improved Calendar and diary management; and easy of access to the Cabinet Forward Plan.
5. Migration of previous agendas and reports held on the Council's system from 2004 was completed before go live to ensure continuity of data and the ability to search documents.

6. Three Member Drop-In sessions were arranged in May 2015 prior to go-live to assist Members in navigating the pages and verifying their profile details and Register of Interests.
7. Members have also been encouraged to download the Modern.Gov App that can be used to ensure they have the latest meeting papers for the Committees, and facilitates Members in having committee papers on their device. The App allows Members to specify the committees of interest and will then automatically keep itself updated with all the latest meeting papers including the full agenda pack. The Apps allow the highlight sections of the pack and annotation just as you would with a paper copy. Document navigation is made quick and simple via bookmarking and intuitive controls.
8. Modern.gov provides Democratic Services with secure online access for Members to exempt agenda papers by logging on securely using an individual Member ID.
9. The Member Profile page, in addition to the previous profile information, allows Members to include information on their social media feeds; biographical information; and includes up to date information on attendance at meetings.
10. Members can, independently of democratic services, notify their attendance or otherwise in advance; update their Register of Interests for verification by the Monitoring Officer; and further functionality will be developed as part of the next steps.
11. The Scrutiny Research team project to develop a Member Online Library and Information Service platform as an information and research facility has completed phase 1 and the service can be accessed through Modern.Gov. The committee will receive an update as part of this meeting.

Continuing Improvement

12. As part of the continuing improvement and functionality Democratic Services are progressing the following functionality:
 - Enhancing Welsh Language provision to meet the Welsh Language Standards;
 - Enhancement to accessibility of the Constitution;
 - Guide to linking meeting dates to Members Outlook calendar;
 - Linking Modern.gov to webcasting of meetings;
 - Implementation of Decision Registers;
 - Access to Council and Committee Work Programmes;
 - Online information on ways of engaging with the Council;
 - Petition register;
 - Automation of Local Election results.
13. Further Member drop-in and awareness sessions will be arranged as part of the ongoing Member Development

Legal Implications

14. There are no direct legal implications arising from the content of this report.

Financial Implications

15. The annual service costs of the Modern.Gov system £10,870 includes Maintenance, Support and Upgrade; Welsh Language Module Support; and hosting are included within existing budgets.

Recommendation

It is recommended that the Democratic Services Committee considered the update and provide comments to support the implementation of Modern.Gov

MARIE ROSENTHAL

DIRECTOR, GOVERNANCE & LEGAL SERVICES

9 July 2015

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CITY & COUNTY OF CARDIFF DINAS A SIR CAERDYDD



DEMOCRATIC SERVICES COMMITTEE:

15 JULY 2015

REPORT OF DIRECTOR, GOVERNANCE & LEGAL SERVICES

PROCESS FOR ANNUAL REPORTS BY MEMBERS 2014/15

Reason for this Report

1. This report sets out the process for the preparation of Annual Reports by Members of City of Cardiff Council for 2014/15 municipal year.

Background

2. Under Section 5 of the Local Government (Wales) Measure 2011, and the Statutory Guidance issued by Welsh Government on 16 May 2013, Local Authorities must make arrangements enabling Elected Members to produce Annual Reports on their Council activities during the previous year. This includes enabling any Cabinet Member to report on their Cabinet activities during the year. The Local Authority must also publicise information about these arrangements to both Members and the wider public.
3. Any reports produced by Members must be published by the Council, but the Council may set conditions / limits on what is included in a report.
4. There is no mandatory duty on Members or Cabinet Members to make an Annual Report on their activities.

Issues

5. On 17 December 2014, the Committee was advised that the Minister for Public Services, Leighton Andrews AM, had written to the Leaders of all Welsh Local Authorities on 6 November 2014 highlighting the wide variation in the numbers of Annual Reports produced by Elected Members across all Welsh Local Authorities in 2013/14.
6. The Assembly Minister believed Members should be encouraged to provide Annual Reports in order to assist good public engagement.
7. The Committee noted that in Cardiff only 7% of Members had produced Annual Reports for 2013/14.

8. The Democratic Services Committee 19 June 2013 agreed a standard Annual Report template for Members to use, reflecting the template provided in the Statutory Guidance. **(Appendix A attached)**
9. The Statutory Guidance (paragraph 1.60 states that the report should contain only factual information relating to the work of the Councillor; should avoid promoting political achievements; be written in the past tense and be limited to two sides of A4. The Council is statutorily prohibited from publishing material which appears to be designed to affect public support for a political party (under Section 2 of the Local Government Act 1986).
10. Councillors in a multiple Member Ward can produced as a joint annual report should they all agree.
11. In order to facilitate the publication of Members' Annual reports it is proposed that reports should be received by the Committee & Member Services Manager by **4th September 2015** so that they can be cleared by the Monitoring Officer and translated into Welsh for publication on **24 September 2015**. Each report will be published on the Council's website under the Member's profile. Any reports received after this date will be added to the website once cleared and translated.

Reasons for Recommendations

12. To inform all Members of the timetable for publication of Annual Reports for Members for 2014/15 and provide details of the template and guidance to support them in preparing their report.

Legal Implications

13. The relevant legal provisions are set out in the body of the report.

Financial Implications

14. There are no financial implications arising directly from this report. Any council costs incurred as a result in enabling Members to produce Annual Reports will need to be found from within existing resources.

RECOMMENDATIONS

The Committee is recommended to note the timetable for consider receipt of Annual Report by Members for 2014/15.

MARIE ROSENTHAL
DIRECTOR, GOVERNANCE & LEGAL SERVICES
8 July 2015

The following appendix is attached to this report:

APPENDIX A: Standard Annual Report Template and Guidance

Background papers

Statutory Guidance from the Local Government (Wales) Measure 2011 –
Section 5: Annual Reports



CITY OF CARDIFF COUNCIL

Councillor [Insert Name]

Insert photo

Annual Report 2014/15

This annual report (max. 2 sides of A4 paper) provides details of the key activities undertaken during the year ending 30th April 2013 by the named County Councillor. It is provided for the information of all constituents and for no other purpose.

Councillor:		Political Group / Party:	
Ward:			
<u>Role and Responsibilities</u>			
<u>Ward Activity</u>			
<u>Initiatives and Special Activities</u>			
<u>Learning and Development</u>			
<u>Other Activities and Issues</u>			
Signature of Councillor:		Date:	
<u>Contact Details</u>			
Phone:		Email:	

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CITY OF CARDIFF COUNCIL

Annual Reports by Councillors

Guidance Notes

Background

Annual reports provide a mechanism for improving communication between Councillors and the local electorate. They aim to improve understanding of the role of local Councillors and the work that they do and enable members of the public to find out more information about the various activities undertaken by their local Councillor(s) during the year.

Local authorities are required to ensure that all their Councillors are able to make an annual report on their council activities during the previous year, should they wish to do so. Cabinet Members are also able to produce a separate annual report on their executive activities.

These guidance notes for the preparation of annual reports by Councillors have been developed in accordance with statutory guidance issued by the Welsh Government in accordance with Section 5 of the Local Government (Wales) Measure 2011.

Format

The Council has developed a standard template for Annual Reports by individual Councillors. All Councillors in a multi-member electoral ward can also produce a joint report should they all agree to do this.

Annual reports produced by Councillors are limited to a maximum of two sides of A4 paper. They should also be written in Arial font and be a minimum 12 point in font size.

Councillors are encouraged to provide as much or as little information as they wish within each section of the annual report. A photo of the Councillor(s) may also be included within the annual report.

Content

The content of annual reports is primarily the responsibility of individual councillors.

Annual reports should:

- include only factual information
- be written in the past tense
- be non-political
- avoid overstating the Councillor's own personal role or influence in any specific matters or achievements

- not include information concerning activities when not operating in his/her role as a Councillor (e.g. speech at political party conference)
- not include information which could be interpreted as critical of another Councillor (e.g. comparison of attendance or activities with that of other councillors)

The Council's standard template for annual reports, allows Councillors to provide information on the following five specific areas of activity:

1. Role and Responsibilities
2. Ward Activity
3. Major Projects and Initiatives
4. Learning and Development
5. Other Activities and Issues

1. Role and Responsibilities

This section should include details (or link to information published by the Council) of membership of standing committees of the Council; appointments by the Council to outside bodies, and attendance at formal meetings of the Council and Committees.

Individual councillors will be expected to provide information on any other external bodies or committees that they represent or sit on, including levels of attendance. Examples of external bodies/committees include school governing bodies; local community committees; special interest groups and management & investment committees. Councillors should ensure that they keep their own personal record of attendance at meetings of such external bodies/committees or that the external body/committee can provide accurate attendance records to them at the end of the year.

2. Ward Activity

This section should outline the work that Councillors have undertaken on behalf of their local constituents, including details of ward surgeries held; details of key referrals made to council departments, and representations made on behalf of electors and the outcomes of these. It can also include the support that Councillors have provided to local residents on a range of topics of specific interest, but should not refer to any personal data or circumstances which could identify any individual. It is not expected that any information for this section will be provided by the Council.

3. Major Projects and Initiatives

This section should outline the Councillor's involvement in local community, county-wide or regional initiatives and projects. It provides an opportunity to describe any major initiatives or special projects that the Councillor has been associated with on behalf of the City of Cardiff Council that have a direct impact on his/her local constituents. Examples include, but are not limited to, involvement in a working group associated with a particular topic or issue; a local regeneration project; proposals and activity associated with improved leisure facilities for part of the community.

4. Learning and Development

This section should contain details of training and development events attended or undertaken, including any e-learning modules which have been completed, as well as any conferences and seminars attended during the previous year. The Council can assist in providing details of each councillor's attendance at training and development sessions which have been organised by the Council (e.g. as part of the Council's annual Member Training and Development Programme).

5. Other Activities and Issues

This section provides the opportunity for Councillors to show the 'personal' aspect of their role as a local Councillor and provide additional information about themselves which they believe would be of interest to their constituents and of which they should be made aware. Examples could include, but are not limited to, the organisation of, and participation in, any local fundraising events and support for other areas of personal special interest (e.g. support for local sports clubs, events or organisations).

Councillors are requested to sign their individual annual reports to confirm that the information which they have provided is accurate.

Publication

Annual reports produced by Councillors must be published by the Council as soon as practicable following the end of the municipal year. Reports for the Municipal Year 2014/15 will be published by 24 September 2015.

This will allow for the inclusion of other information (or web links to information if appropriate) which is published by the Council (e.g. attendance register; details of remuneration and allowances). The Council can also provide appropriate information that is held in councillors' individual training & development records.

All annual reports will be subject to clearance by the Monitoring Officer or his/her nominated representatives who will review the appropriateness of the content prior to publication by the Council on Councillors' individual profile pages on the Council's website.

There is no requirement for any publicity beyond this and any request for any further publicity will be declined unless the same provision is provided for all councillors.

If Councillors wish to reproduce and distribute copies of their own annual report following publication on the Council's website, this would be a matter for the individual Councillor.

The Council will also remove annual reports from the Council's website in the period preceding any local council elections, thus providing a 'level playing field' for both incumbent and prospective Councillors.

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



DEMOCRATIC SERVICES COMMITTEE:

15 JULY 2015

**REPORT OF THE DIRECTOR, GOVERNANCE & LEGAL
SERVICES**

MEMBER DEVELOPMENT PROGRAMME 2015/16

Reason for this Report

1. To agree the Member Development Strategy for 2015/16.
2. 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.
3. To nominate Members to the Member Development Steering Group to review and evaluate the 2014/15 Programme and design a Member Development Programme for 2015/16.

Background

4. Following an all Member survey in January 2014, the Democratic Services Committee established a Task and Finish Group with a remit to develop and deliver a Member Development Strategy. At its meeting on 2 April 2014, the Committee agreed the Strategy set out at **Appendix A**.
5. This Strategy provides a framework for ensuring Members are provided with a full range of development opportunities to enable them to effectively carry out their many roles as Community Leaders and representatives of the Council.
6. The Member Development Strategy identifies 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. Chairing Skills;
 - Induction Programme and Mentoring.
7. Members are recommended to re-affirm the Strategy to guide the work on member development for the coming year.

8. The Wales Audit Office Corporate Assessment 2014, issued in September 2014 identified the importance of Elected Member development and appraisal programme and in particular support to Senior Councillors on their roles and responsibilities. These have been addressed by the adoption of the Member Development Strategy and Member Charter Job Descriptions.

Competency Framework

9. The WLGA Continuing Professional Development for Councillors Competency Framework (**Appendix B**) 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.
10. Many of these competencies form part of the key themes identified in the Member Development Strategy.

Programme Development 2015/16

11. It is recommended that a Member Development Steering Group be set up to meet on Wednesday 22 July to develop a programme for Members for 2015/16.
12. 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.
13. The Member Development Programme delivered in 2014/15 is attached at **Appendix C** for information.

All Wales Academy for Local Government

14. The All Wales Academy for Local Government is a collaboration of Local Authorities, Welsh Local Government Association, Wales TUC and Skills for Justice. It is an e-learning site available in English and Welsh to all 22 Local Authorities with 24/7 access for Local Government staff and Elected Members which has just been launched. Full details of the service will be presented to the Steering Group at its next meeting on the 22 July 2015.

It has been agreed with the WLGA that the priority for Elected Member content on the All Wales Academy (AWA) will be:

- Equality, diversity & respect;
- Standards and Ethics;
- Future Generations Bill

The Local Government Association (LGA) have agreed to share their e-learning modules with AWA. WLGA will ensure they are amended as needed to reflect the Welsh context and they will then be available through AWA

Legal Implications

15. 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

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

Recommendations

The Committee is recommended to

1. approve the Member Development Strategy at Appendix A as the framework for 2015/16
2. adopt the WLGA Continuing Professional Development for Councillors Competency Framework be used to inform the preparation of the 2015/16 Member Development Programme;
3. agree to explore the benefits of the All Wales Academy for Local Government
4. seek Member nominations to join the 2015/16 Member Development Steering Group to meet to design and propose the Member Development Programme for next 12 months.

MARIE ROSENTHAL

DIRECTOR, GOVERNANCE & LEGAL SERVICES

The following Appendices are attached:

Appendix A: Member Development Strategy

Appendix B: WLGA Continuing Professional Development for Councillors

Appendix C : Programme of Training 2014/15

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Member Development Strategy

> 2014/15

APPENDIX A



› Introduction

The Welsh Local Government landscape is changing at a tremendous rate. While the current and immediate future economic conditions are placing an immense strain on councillors, officers and the services that are provided: legal requirements from Welsh and UK government and local initiatives to find new ways of working and increase efficiency and effectiveness, are making it more important than ever for elected members to take the lead and help shape the future of local communities.

Councillors by their very nature have strong leadership instincts and must continuously develop those skills to ensure they are able to meet the challenges, opportunities and risks that come with public office. Developing new leadership and other skills to meet this challenge is vital and it is through shared learning that Councillors can and will maximise the opportunity to provide genuine local leadership.

This Strategy will meet our legal obligations to support how leading practice to enable members to fully own our status as a world class quality of life capital city for Wales.

› 1. The aims and context

The aims of this strategy are:

- To ensure that there is support in place for every Member, to enable them to acquire and develop knowledge and a full range of skills to support their communities;
- To clearly define the Democratic Services Committees responsibilities to Member Development;
- To clearly define officers responsibilities in relation to Member Development
- To identify adequate resources to meet the objectives of the development programme;
- To achieve Member Development Charter Status by June 2014.

In fulfilling these aims the following principles will be followed:

- Provide a Member-led planned approach to Member Development to identify, agree and deliver development needs
- Involve Members in their development, from planning the Member Development Programme through to delivery and evaluation
- Support individual Member Development needs, valuing and recognising the skills and experiences that Members already have or need to acquire;
- Ensure that the member development programme has relevance and quality of delivery;
- Deliver development in innovative ways to make the best use of the resources available;

The Member Development Strategy has been developed using detailed feedback from the all Member Survey in January 2014, and through discussions at the Task & Finish Group set up by the Democratic Services Committee.

Roles and responsibilities

The Democratic Services Committee

The Democratic Services Committee is made up of Members who are ambassadors for member development working with all Members to identify their needs and encouraging Members to attend various development sessions on offer. The Committee has set up a Task Group to steer this work. The Terms of Reference for the Member Development Task Group can be found as Appendix 1 to this document.

The Group will:

- Ensure that all new Members receive a comprehensive induction programme;
- Identify the development needs of Members;
- Provide direction and guidance to officers in respect of all member development issues;
- Promote best practice amongst all Members;
- Encourage participation at member development sessions;
- Develop the Member Development Strategy to ensure that it remains fit for purpose and continues to support the Council's strategies and the needs of Members;
- Support the Council's commitment to the WLGA Member Development Charter.

› 1. The aims and context

Officer Support

The County Clerk is the officer with overall responsibility for Member Development, she will arrange with the Head of Democratic Services to:

- (a) Provide dedicated officer support for all member development activities;
- (b) Ensure that all Members are made aware of all development opportunities through appropriate publicity and promotion;
- (c) Devise and deliver a comprehensive induction programme for new Members;
- (d) Deliver a comprehensive annual development programme for all Members;
- (e) Provide administrative support, and evaluation of Members needs;
- (f) Undertake Personal Development Planning (PDP) with Members, including maintaining plans;
- (g) Record instances of member development attendance to support Members when compiling their annual report;
- (h) Advise and support the Member Development Task Group;
- (i) Lead and support the work towards achieving the WLGA Member Development Charter;
- (j) Research and provide feedback on development opportunities;
- (k) Research alternative learning provision and its feasibility with Members (e-learning, DVDs etc);
- (l) Liaise with officers with regard to member development activities;
- (m) Consider opportunities for joint working;
- (n) Maintain and update the Member Development pages of the intranet Member Zone;
- (o) With the Member Development Task Group review the Member Development Strategy and Member Development Budget on an annual basis;

Individual Members

Whilst the Council will offer practical support, encouragement and resources, as appropriate, for training and development, we encourage each individual Member to take responsibility for their own development needs and will be recommending that a new responsibility is added to Article 2 of the Constitution - Member of the Council as follows:

Members of the Council shall be responsible for the following duties and responsibilities

(vii) To develop and maintain a working knowledge of the Council's services, management arrangements, functions/duties and constraints, and to develop good working relationships with relevant officers of the authority.

(viii) To develop and maintain a working knowledge of the other organisations and services which serve the County.

(xiii) To identify individual learning and development needs and participate fully in training opportunities provided.

› 2. Member Development at City of Cardiff Council

Member Development at Cardiff County Council is split into themes:

- Frontline Councillor (including community engagement/leadership)
- Corporate Governance and legislation
- The Networked Councillor making effective use of ICT and Social Media
- Overview and Scrutiny
- Personal Skill Development eg chairing skills
- Induction Programme

Member Induction

The Induction programme is essential for all new Members of the Council. The overall aim is to make new Members feel welcome and to “fast track” them into their role so that they can effectively support their communities and undertake Council roles and responsibilities from the commencement of their term of office.

The mentoring programme, which received cross party support at the Democratic services Committee, will be available for all new and returning members to engage in. The induction process for new Members was developed for the Council elections in 2012. An Induction Pack including the Members Handbook was given to all Members elected. This included details of the full training programme and appropriate officer contact details. The induction programme lasted three months.

A simpler version of the Induction Programme has been developed for Councillors elected mid term following a By Election. Three new Councillors were returned in 2013/14 and all have participated in the Individual Induction Programme. All Members have been offered a mentor as part of the Council's Cross-Party Mentoring Scheme which will be embedded in the Induction Programme for the new cohort of Members following the next Council elections.

Member Development Sessions

Members have the opportunity to attend a range of member development sessions annually including briefings, seminars and workshops. The overall aim is to ensure Members feel that they can continue to develop their knowledge on specialised subjects. Member development sessions are held regularly throughout the year usually once a month. They will wherever possible be scheduled to take place on a Monday afternoon or close to meetings which involve a significant Member attendance. Specific sessions, where it is important for Members of a particular Committee to attend, will be held as part of, or following, the meeting wherever possible. Copies of all Member Development Session presentations are available on the Members intranet pages.

Delivery Techniques

A number of methods will be utilised in delivering Member Development, these will include:

- In-house briefings, workshops and seminars run by senior managers and specialist officers
- Skills sessions
- External conferences and seminars
- Peer coaching and mentoring
- Visits to other authorities and meetings
- E-Learning packages
- DVDs, CDs and other electronic media
- Training with partner organisations and agencies
- Personal Development Plans/discussions

Enabling Members to find the time to undertake learning and development activities will be a key priority. To do this it is proposed that: Formal sessions will where possible, be programmed in advance to ensure that they do not clash with the committee meeting cycle. Limited activities will take place during peak holiday periods;

› 2. Member Development at City of Cardiff Council

Personal Development Review (PDR)

Personal development reviews should be seen as a means to help Members update their knowledge and learn new skills to help them to be more effective in supporting their communities. In personal development planning, Members should have regard to their future aspirations as well as their current position. A personal development review questionnaire (PDP) and a confidential, individual meeting will be offered to all Members; it is then up to them to decide how they wish to take this forward.

Members will be able to select from the following individuals in arranging a PDR. Training and support will be made available to persons willing to undertake this role:

- Elected members within the members' Political Group
- Elected members within another Political Group
- Members of the Democratic Services committee
- Council officers including the County Clerk and Monitoring Officer, Deputy Monitoring Officer, Head of Democratic Services and the Senior Democratic Services Officer responsible for member development
- WLGA officer or nominee

The personal development reviews will inform into the Annual Member Development Programme, and the process will be reviewed by the Member Development Working Group.

Equality of Access

When developing this strategy and the annual programmes, access to all Members is an important factor. Members have very busy diaries and a wide range of public commitments to balance alongside their personal lives. Because of this the majority of member sessions will take place during the day to coincide with other Council meetings, and to ensure that all Members have sufficient opportunities to attend the Member Development Steering Group undertake to:-

- Repeat key sessions throughout the year;
- Provide advance notice of sessions where possible
- Repeat key induction sessions at different times of the day and different days of the week;
- Restrict sessions to weekdays only;
- Provide opportunities for Members to obtain copies of the materials used during the session and notes taken;
- Develop and improve through evaluation and feedback from Members;
- Trial different methods of learning;
- Provide regular briefings on key issues;

In addition to discussions that take place as part of the induction process and the Member evaluation of individual sessions, Members will be given the opportunity to provide comment on scheduling of meetings through the personal development planning process.

› 3. Evaluation

It is important that all development activities are evaluated to ensure that the Member sessions meet Member's needs and identify future opportunities and all external courses/training provided will be analysed to establish their relevance and effectiveness.

Members will be encouraged to complete a short evaluation form, providing feedback on all development sessions organised by Democratic Services.

We will arrange for regular training needs analysis surveys to be provided to all Members to ask for an evaluation of the whole programme, and what they would like to see incorporated in the future, and how they would like to see it structured.

On a six monthly basis, the Member Development Steering Group will assess and evaluate Member Development. The Group will also review the strategy and update it, taking Member feedback, latest developments and best practice into account.

› 4. WLGA Member Development Charter

Elected members today face increasing challenges. Throughout Wales, authorities are striving to provide the best possible support for members to enable them to meet these challenges. This takes the form of skill and knowledge development, support facilities and support services. The WLGA has a long history of working with authorities to help them develop these activities. To provide structure to the national programme of support, the Wales Charter for Member Support and Development was developed collaboratively by the Association, members representing each of the political groups and member support officers from each authority.

The Charter aims to provide a broad framework for local planning, self-assessment, action and review together with networking and comparison amongst authorities and the sharing of good and innovative practice.

The WLGA Charter has a number of objectives:-

1. Being fully committed to developing Elected members in order to achieve the Council's aims and objectives;
2. Adopting a Member led strategic approach to Elected Member Development;
3. Seeing that learning and development is effective in building capacity (of Elected members in undertaking their roles and duties);
4. Addressing wider development matters to support Elected Members;

Commitment to the WLGA Member Development Charter was agreed at full Council in December 2013.

› 5. Contact Details

For further information please contact Paula Speed
in Democratic Services

› Appendix 1: Member Development Steering Group Terms of Reference

Purpose

The Group will oversee, monitor, review and evaluate Member Development at City of Cardiff Council.

Membership

The Member Development Steering Group will include a cross section of Councillors from the Democratic Services Committee.

The Officers:

County Clerk & Monitoring Officer
Interim Head of Democratic Services
Senior Member Support Officer
Additional officers will be approached to attend as necessary.

Meeting Frequency

The Steering Group will meet quarterly

Terms of Reference – Member Development Steering Group

1. To develop and review the Member Development Strategy at City of Cardiff Council.
2. To identify the development needs of Members of Cardiff Council.
3. To develop, monitor, evaluate and review the Annual Member Development Programme.
4. To promote improved community leadership through Member Development.
5. To provide direction and guidance to officers in respect of all Member Development issues and activities.
6. To communicate with Members of the Council on issues of Member Development.
7. To promote best practice in respect of Member Development amongst all Elected Members of the Council.

8. To encourage the highest level of participation and engagement by all Members in the Member Development Programme.

9. To lead and oversee City of Cardiff Council's commitment to the WLGA Member Development Charter with a view to achieving Charter Status.

› Appendix 2: Example Framework Pro forma for a Personal Development Review

Please complete this pro forma and bring it to the meeting, this form is confidential to you and the person who is conducting your review except for the final sheet which will be used by member support officers for your personal development plan and to prioritise activities for the Authority's training programme.

1. What are my current roles and responsibilities? (e.g. the council executive/cabinet portfolio, overview and scrutiny member, chair, member of a statutory committee such as planning, licensing etc. In the community, ward member/community leader)

**2. What specific tasks to I need to achieve this year?
What do I plan to do? By when?**

3. What do I need to know about and be able to do to undertake my role and deliver my plans? (Your role description, person specification and the member development framework/ questionnaire may help you here)

4. What aspects of my role am I confident in?

5. Where am I less confident?

6. What might prevent me from undertaking my role effectively? (consider any personal, organisational or political issues which might be a barrier to success)

7. What learning and development have I undertaken this year?

8. What have I learned and been able to achieve as a result of this learning and development?

9. What additional learning and development would be useful, use the table below.

Areas that I would like to develop are:	Preferred method of development (e.g. visits to other authorities, peer networking, practical workshops, e learning etc.)
Skills (e.g. meeting management, questioning techniques, media interviews,	
Knowledge (e.g. the code of conduct, equalities, the planning process, local policy etc.)	

My learning and development needs for this year (please discuss this section of your pro forma with your member support officer, it will be used to create development plans and training programmes)

Area for Development	How	Priority
<i>example How to Chair scrutiny meetings effectively</i>	<i>I`d like to observe meetings in other authorities A workshop on chairing skills would be handy I`d like to receive some written guidance for scrutiny chairs</i>	<i>1</i>
<i>example Understanding of the planning system to answer constituents enquiries</i>	<i>A workshop on all the planning basics would be useful A meeting with planning officers on specific issues raised by people in my community about planning permission</i>	<i>3</i>
<i>example Local Government Finance, how do I contribute to the budget setting process?</i>	<i>I`d like to have discussions with finance officers and some mentoring from Cabinet member for Finance and Resources as this is an area I`d like to move into.</i>	<i>2</i>
<i>example Training in the use of social media</i>	<i>A meeting with someone who can explain how to use Twitter safely to publicise what I do and encourage the public to contact me.</i>	<i>4</i>

My evaluation of the training I have already received

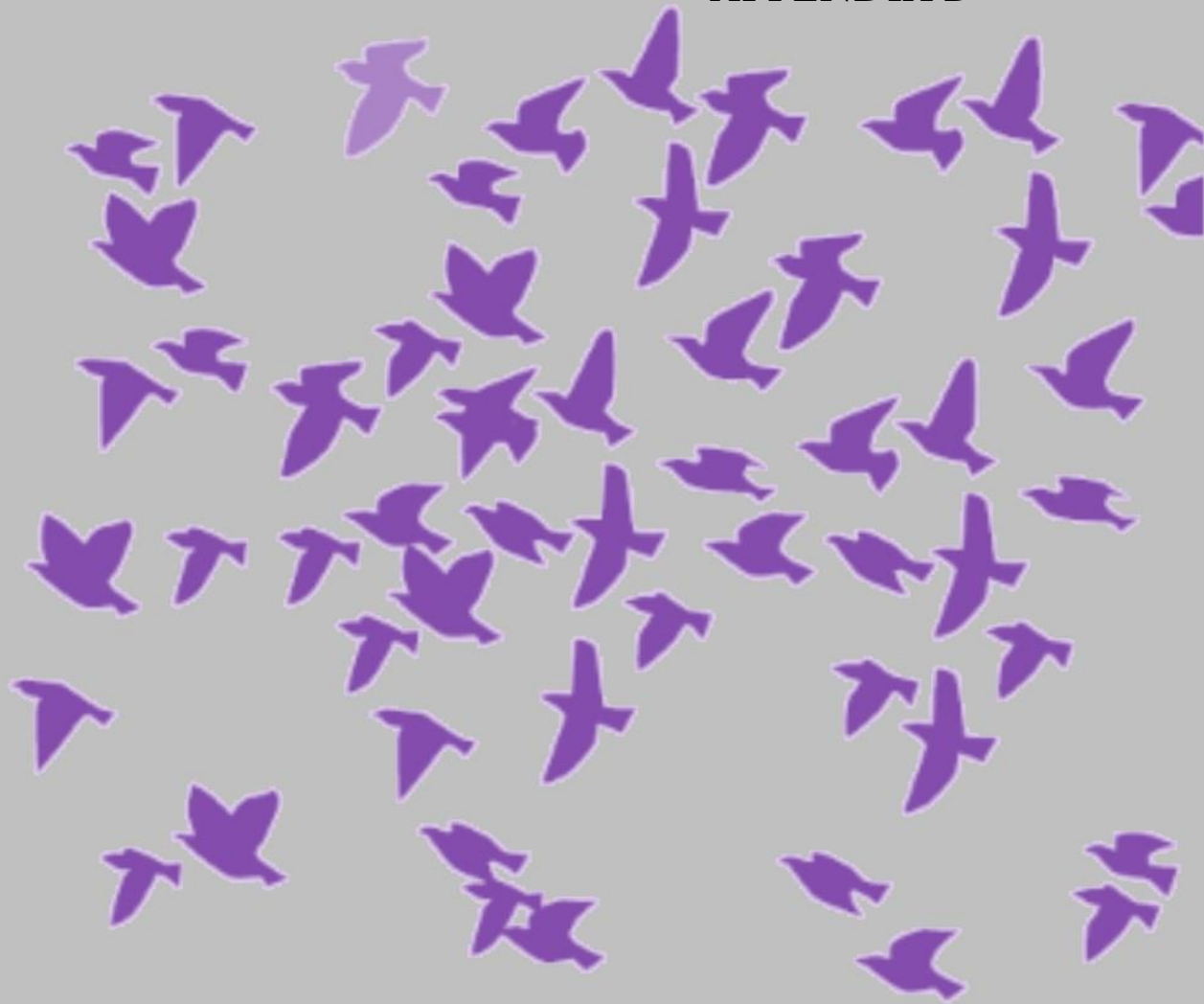
Training undertaken	What difference has this made to the way I work as a member
<i>example Council induction programme on the work of the council and who's who.</i>	<i>Has given me a good refresher of how the council operates which has enabled me to explain this to people attending my surgeries and know who the appropriate officers are to speak to. It also highlighted areas where I need further training.</i>
<i>example media skills training</i>	<i>Helped me represent the council more effectively at a radio interview last week</i>
<i>example attended the Leadership Academy</i>	<i>Helped me understand my own leadership style and how it differs from other I am now working more effectively with other Cabinet members I also had help on a personal leadership challenge.</i>

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APPENDIX B



A Development Framework for Councillors in Wales

Contact

Welsh Local Government Association

The WLGA's primary purposes are to promote a better local government, its reputation and to support authorities in the development of policies and priorities which will improve public service and democracy.

It represents the 22 local authorities in Wales with the 3 fire and rescue authorities and 3 national park authorities as associate members.

Welsh Local Government Association

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Cardiff
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WLGA Continuing Professional Development for Councillors

A Development Framework for Councillors in Wales

This framework outlines the skills and knowledge widely accepted to be required by local authority councillors in Wales. It is intended to provide guidance for councillors about their roles, and help them identify their priorities for continuing personal and professional development. It is not intended to be exhaustive or prescriptive, but to help new and existing councillors identify the aspects of their role where support or training might be helpful. The Framework can also be used as a prompt for councillors undertaking personal development reviews and by officers and members devising development programmes. It can also be locally adapted to reflect the priorities of different councils.

The Framework has been designed as part of the Wales approach to continuing professional development for councillors which has been created by councils working with the WLGA. It therefore fits with the Wales Charter for Member Support and Development. The Charter provides councils with a structure for local self-assessment and action in member development, this framework provides a suggested content for that development. The framework also fits with the WLGA model role descriptions and person specifications for members.

Using the Framework

The Framework includes a range of generic competencies required by all councillors and separate sections for specific roles on the Council. Part One (sections one to five) will be useful for all councillors. Part Two (the remaining sections) should be used selectively depending on additional specialist roles.

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

Requirement	Knowledge and Skills	Effective Behaviours
Understanding of the role of the Councillor	The extent and limits of a councillor's individual responsibilities and the powers and responsibilities required to undertake 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 electoral division or in the interests of the area as a whole. Acts proactively to deliver outcomes
Understanding the role of the Local Authority	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.
Conduct	Understanding of the ethical framework governing the work of councillors, specifically the Code of Conduct. Understanding of the role of the Monitoring Officer. Appreciation of the importance of accountability, integrity and transparency for good governance.	Abides by the Code of Conduct at all times. Always declares and defines interests when appropriate. 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.
Equalities and respect	Personal skills in demonstrating respect for others regardless of sex, race, religion, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity or sexual orientation. 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.	Demonstrates equalities values in personal behaviour and council decisions. 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.
Balancing Council and community expectations and responsibilities	Understanding of the distinct responsibilities of a councillor as a member of a corporate body and as a representative of an electoral division or community.	Takes decisions relating to the corporate body or Electoral Division ethically. Manages both community and council expectations through effective communication.
Audit, Inspection and Regulation	An understanding of the role of the Audit Inspection and Regulatory bodies and associated council processes.	Engages effectively with the audit, inspection and regulatory process within the council, using this information to constructively challenge and support the affected services.

Requirement	Knowledge and Skills	Effective Behaviours
Balancing personal commitments	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.
Information Management	Understanding and interpreting information and data. Ability to handle data in the format provided by the council. Understanding of the definition of confidentiality and how to handle confidential information - Understanding of the legal requirements of Data Protection and Freedom of Information legislation.	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. Does not distribute or share confidential or restricted information.
Using ICT and social media	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 council business electronically. Communicates with the community electronically and through social media where appropriate. Maintains an effective, positive and ethical online presence.
Meeting preparation and participation	Understanding of the Standing Orders, any protocols and rules of debate. Skills in public speaking, debating and asking questions.	Prepares effectively for meetings by reading papers and 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.
Working with the media	Skills in building relationships with the media and being interviewed on TV, radio and for the press and online media.	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.
Self-promotion	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 community. Maintains a high standard in both personal reputation and that of the Council.

Requirement	Knowledge and Skills	Effective Behaviours
Working with officers	Understanding the role of officers generally and the 'rules' they need to abide by including a deeper understanding of the role of senior officers such as the Chief Executive, Senior Management team, Monitoring Officer and Heads of Finance, Legal and Democratic Services. Skills in acting as a corporate employer. Understanding of the appointments process and interviewing skills.	Maintains professional relationships with officers, recognising appropriate boundaries and abiding by the Member Officer Protocol. Acts as an effective member of an appointment panel, applying sound HR and equality and diversity principles to secure the best candidate.
Health and safety	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.
Continuing professional and personal development	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.
Financial capability	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.
Interpersonal skills	Self-awareness, and skills in self-management, "good manners" Emotional Intelligence, listening, negotiation, conflict management and mediation skills.	Acts in a professional and respectful manner to all people and in all places. Is self-aware and able to develop and manage relationships both within and outside the Council. Brokers relationships and manages conflict in the community and Council and between the two.
Sustainable Development	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.

Requirement	Knowledge and Skills	Effective Behaviours
Working with the community	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.
Consultation and engagement	Understands the different levels of engagement ranging from communication to co-production set out in the national principles of engagement for Wales. http://www.participationcymru.org.uk/national-principles	Demonstrates positive outcomes as a result of effective engagement. Uses a range of communication and consultation tools such as Social Media to understand the needs and views of the community.
Voluntary sector	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.
Local issues	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.
Working with community and town councils	Understanding of the responsibilities of community councils and their forward work programmes.	Works with community councils to deliver outcomes for the community. Fosters positive relations and active communication with the Community Council and the Clerk.

3. Casework on behalf of the public

Requirement	Knowledge and Skills	Effective Behaviours
Being accessible to the public	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. Promises only that which can be delivered.
Managing casework	Ability to use case management techniques and software and to monitor and communicate progress.	Keeps the people on whose 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.
Signposting	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 or in the community.

4. Partnership and representation

Requirement	Knowledge and Skills	Effective Behaviours
Work on outside bodies	Understanding of the role of the outside body. Understanding of the role of the councillor on the outside body whether as a 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. Members should engage in relevant briefing and training provided by outside bodies.
Working as a Trustee on other organisations	Understanding of the role of the organisation and your duties and responsibilities as a trustee. Understanding of the potential implications of conflict of interest arising in the dual role of trustee and councillor.	Operates within the standards set in the Code of Conduct. Seeks advice from the Monitoring Officer as appropriate.
Working as a school governor	Understanding of education policy and school organisation.	Oversees the school performance. Challenges the school management as a critical friend. Takes part in governor training.
Working as a member of a Community or Town Council	Understanding of the role of the Community Council and its limits.	Liaises effectively between the Community Council and Unitary Council, acting as a link and Council representative when appropriate. Takes part in community council training.
Working as a Co-optee	Understanding of the role and limits of the role of co-optees on committees.	Shares expertise with the committee impartially.

5. Working in the Political environment

Requirement	Knowledge and Skills	Effective Behaviours
Party Policy	Awareness of values and manifestos both nationally and locally.	Effectively balances the requirements of people, party, group and council.
Liaison with National Government, Welsh Government and the National Assembly for Wales.	Understanding of the functions of the Welsh Government and means of engagement.	Liaises with local MPs and AMs. Brings local issues to the attention of the WG when appropriate.
Group membership	Rules and constituency group structure and policies.	

Part Two - relevant to councillors undertaking these specialist roles

6. Scrutiny

Requirement	Knowledge and Skills	Effective Behaviours
Understand the role and potential of scrutiny for driving improvement	<p>Understanding of the <i>Characteristics of Effective Scrutiny</i> i.e</p> <p>Better outcomes – ensuring democratic accountability succeeds in driving improvement in public services.</p> <p>Better decisions - ensuring democratic decision making is accountable, inclusive and robust.</p> <p>Better engagement- ensuring the public is meaningfully engaged in democratic debate about the current and future delivery of public services.</p> <p>For further information about these characteristics which were identified by the Centre for Public Scrutiny working with the Welsh Scrutiny Officers Network see http://www.cfps.org.uk/characteristics</p>	<p>Contributes to the scrutiny work programme.</p> <p>Acts in a non-political and non-parochial manner when reviewing policy or monitoring performance.</p> <p>Prioritises the areas of work where scrutiny can make a difference.</p> <p>Promotes the work of scrutiny within the council.</p>
Policy development	Understanding of the area of service or council function for which the committee is responsible.	Makes informed and evidence based recommendations for policy development.
Holding the Executive to account	<p>Ability to review and constructively challenge the work and decisions of the Executive.</p> <p>Understanding of the use of the power to call in Cabinet decisions.</p>	Effectively monitors and challenges the work of the Executive in the best interests of the community.
Performance monitoring	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.
Meeting skills	<p>Ability to prepare thoroughly for meetings. Ability to understand and contribute to the questioning strategy.</p> <p>Ability to listen and question effectively throughout the meeting.</p>	<p>Listens actively and effectively.</p> <p>Makes appropriate use of pre-meetings to plan a questioning strategy.</p> <p>Focuses on meeting outcomes, using meeting processes as a means to an end.</p>

Requirement	Knowledge and Skills	Effective Behaviours
Engaging with the public in scrutiny	Ability to engage with appropriate individuals and organisations to contribute to the work of scrutiny, especially those traditionally excluded.	Raises public awareness of the work of scrutiny and work programmes. Encourages the public to become involved in the policy and decision making process through scrutiny.
Joint scrutiny	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, responsibilities and 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.

7. Chairing

Requirement	Knowledge and Skills	Effective Behaviours
Meeting management	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.
Committee leadership	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 all committee members to develop skills and participate effectively in meetings.	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. 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.
Work programme development and management	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 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.

Requirement	Knowledge and Skills	Effective Behaviours
Resourcing	Ensuring that the committee has the staffing, information and finances to function effectively.	Negotiates and ensures the support required by the committee.

8. Serving on statutory/regulatory committees

Requirement	Knowledge and Skills	Effective Behaviours
Planning	<p>Understanding of planning and rights of way law generally.</p> <p>Understanding of how to apply the Code of Conduct to planning issues.</p> <p>Understanding of how the need to declare interests applies to planning matters.</p> <p>Understanding of the Local Development Plan.</p> <p>Understanding of the 'rules' for Development Management.</p> <p>Understanding of Sustainable Development principals and legislation including environmental, welfare and design considerations.</p>	<p>Demonstrates objectivity by taking independent decisions based on evidence and the legal responsibility placed on members acting in a semi-judicial role.</p> <p>Transparently adheres to the Code of Conduct.</p> <p>Seeks appropriate professional officer advice, personal development or briefing before taking decisions.</p>
Audit	<p>Ability to scrutinise financial performance. An understanding of Risk Management and internal and external audit arrangements.</p> <p>An understanding of the relative roles of audit and scrutiny.</p>	
Licencing	<p>An understanding of Licensing regulations and Licensing policy.</p> <p>Understanding of local policies which impact in this area such as the Community Plan and wider considerations for sustainability.</p>	
Democratic services	<p>An understanding of the legislative requirements for a Democratic Services committee.</p> <p>Understanding of the national and local requirements for member support and development.</p> <p>Ability to liaise effectively with the Head of Democratic Services and Lead Member for member support and development.</p> <p>Understanding of the need to promote diversity in the Council.</p>	

Requirement	Knowledge and Skills	Effective Behaviours
Standards	Understanding of the law and constitution in relation to conduct. Ability to advise and secure training for members of both principal and community councils in relation to the Code of Conduct.	

9. Cabinet members

Requirement	Knowledge and Skills	Effective Behaviours
Portfolio lead	A thorough knowledge of local and national policy relating to the relevant service areas. An ability to build relationships with relevant lead 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.
Collective responsibility	Ability to handle information and take decisions after full consultation and consideration of the issues. Ability to prioritise issues of most importance to the Authority. Ability to work with other authorities and agencies to secure services for the Council.	Takes responsibility as a cabinet member for strategic council decisions.
Taking decisions under delegated responsibilities	Understanding of the scheme of delegation. Ability to take responsibility for decisions taken under the scheme.	Takes decisions after appropriate research and consultation.

10. Council Leadership

Requirement	Knowledge and Skills	Effective Behaviours
Management of the reputation of the Council	Ability to act as an ambassador for the authority.	Effectively represents the Council at all levels ensuring that information about the Council and its services and citizens is communicated positively and with integrity.
Leadership of area/region/place	Ability to develop a vision for the area/region/locality.	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.
Develop, communicate and lead a vision for the Council	Ability to develop a vision for the work of the Council.	Works with the Council to collaboratively deliver the local vision.

Requirement	Knowledge and Skills	Effective Behaviours
Maintain a successful relationship with the Chief Executive and Senior Management Team	Ability to communicate effectively with the Chief Executive and senior officers. Understanding of the performance appraisal process and personal skills in conducting reviews setting objectives and giving feedback.	Meets and communicates openly and regularly. Makes expectations clear and provides political leadership. Undertake performance reviews with senior officers as appropriate.
Leadership of the Council	Ability to ensure individual and collective effective governance.	Promotes and supports good governance in the Council. Manages performance.

11. Civic Leadership

Requirement	Knowledge and Skills	Effective Behaviours
Chairing Full Council	Advanced chairing skills. In depth understanding of standing orders and rules of engagement.	Effectively chairs meetings of the Full Council demonstrating meeting management and leadership skills.
Representing the Council at civic functions	Ability to manage the Council's reputation. Skills in public speaking. Skills in relationship management.	Demonstrates high level communication, interpersonal and social skills.

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Democratic Services - Supporting Elected Members

Gwasanaethau Democrataidd - Cefnogi Aelodau Etholedig



MEMBER DEVELOPMENT PROGRAMME 2014-15

APPENDIX C

APRIL 2014	Event	Speaker	Invitees
Monday 7 April 17:00 – 18:00 Committee Room 2, County Hall	"Emotional Abuse" – Children's Services briefing	Social Care Training Unit in partnership with Operational Managers and Social Work Practitioners	All Members (5 Attended)
Wednesday 16 April 17:00 – 19:00 Technology Suite, Courtyard, County Hall	Staying Out of Trouble on Social Media	Paul Stockton (Chair of Standards & Ethics Committee) and David Harrington (Cabinet Member for Stockton-on-Tees and "LGiU Online Councillor of the Year 2013")	All Members (17 Attended)
MAY 2014			
Monday 12 May 17:00 – 18:00 Committee Room 3	"Assessing Children and Families" – Children's Services briefing	Social Care Training Unit in partnership with Operational Managers and Social Work Practitioners	All Members (1 Attended)
18:00 – 19:00	"Family Support and Intervention" – Children's Services briefing		

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JUNE 2014	Event	Speaker	Invitees
Monday 2 June 18:00 – 19:00 Committee Room 1, County Hall	"Improving Outcomes for Looked After Children" – Children's Services Briefing "Domestic abuse and honour based violence" – Children's Services briefing	Social Care Training Unit in partnership with Operational Managers and Social Work Practitioners	All Members
Tuesday 24 June 12:30 – 15:30 Technology Suite, Courtyard Building, County Hall	Launch of the Networked Councillor Project (part 1 of a series of 2)	Public-i, ICT officers, County Clerk & Monitoring Officer	All Members
JULY 2014			
Monday 14 July Technology Suite, Courtyard, County Hall	Networked Councillor Project (part 2 of a series of 2)	Public-i, ICT officers, County Clerk & Monitoring Officer	All Members
AUGUST 2014			
SUMMER RECESS			
SEPTEMBER 2014			
Tuesday 30 September Committee Room 3 County Hall All-day event	Licensing Hearings: Everything You Wanted To Know But Were Afraid To Ask	Institute of Licensing	Committee Members Only

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OCTOBER 2014	Event	Speaker	Invitees
Monday 27 October Council Chamber City Hall 16:00 – 18:00	Public Speaking Skills This seminar will empower delegates with professional techniques to feel at ease and confident speaking in any public forum, including those which are webcast.	John Evans	All Members
NOVEMBER 2014	Event	Speaker	Invitees
Friday 7 November 09:30 – 12.30 Room D, City Hall	Community Development Workshop (Morning Session) The session will cover a number of themes including asset transfers, co-production, funding, volunteering and setting up community organisations. There will also be an opportunity to discuss case studies of good practice and to learn from what has worked well and what barriers have needed to be overcome.	Mel Witherden	All Members
Wednesday 12 November 18:00 – 20:00 Committee Room 3 County Hall	Community Development Workshop (Evening Session)	Mel Witherden	All Members

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NOVEMBER 2014	Event	Speaker	Invitees
Tuesday 18 November 17:00 – 19:30 Committee Room 1	Cardiff Resilient Communities	Emergency Management	Cabinet Member for Environment; Chair of Environment; Ward Members of Penylan, Riverside & Llandaff North.
Friday 21 November 09.30 – 11.00am Committee Room 3	Budget Briefing (Session 1) The session will provide Members with the latest information on the Settlement for 2015/16, the Budget process up to the Budget Council in February 2015; and details of the Draft Budget proposals for consultation. If you wish to attend please can you reply to Democraticservices@cardiff.gov.uk or call Democratic Services on 2087 2020.	The session will be facilitated by the Cabinet Member, Corporate Services and Performance, the Chief Executive and Corporate Director, Resources and Section 151 Officer or Marcia Sinfield, Projects & Technical Accountancy Manager.	All Members
Tuesday 25 November 18.00 – 20.00 Committee Room 4	Budget Briefing (Session 2)		All Members
Wednesday 26 November 14.00 – 15.30 Committee Room 4	Budget Briefing (Session 3)		All Members

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NOVEMBER 2014	Event	Speaker	Invitees
Thursday 27 November 15.15 – 16.15 Ferrier Hall City Hall	HRA Reform - Self Financing in Wales	Sarah Magill, Director of Communities & Housing and Marcia Sinfield, Projects & Technical Accountancy Manager	All Members
DECEMBER 2014	Event	Speaker	Invitees
Monday 8 December 16:00 – 18:00 Committee Room 1 County Hall	Good Governance Member Seminar The session will update Members on the Improving Governance Plan, including an update on the Member Code of Conduct, following a recent high court case reviewing the code in Wales; the Modern.gov system we plan to launch in the new year; and details of the Improving Scrutiny Project; rules on Member Access to information and Data Protection.	County Clerk & Monitoring Officer	All Members
Thursday 18 December Session 1: 13.00 – 14.00 Session 2: 18.00 – 19.00 Committee Room 3	'Cyd Cymru – Wales Together' Member Seminar on Collective Energy Switching	Liz Lambert Sustainable Development Group Leader	All Members

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JANUARY 2015	Event	Speaker	Invitees
Thursday 15 January 2015 Session 1 – 14.00 – 16.00 Session 2 – 17.00 – 19.00 Committee Room 3 County Hall	Questioning Skills for Scrutiny An interactive session to help Members employ good questioning skills at February's Budget Scrutiny meetings. It will also provide tips on how Members can work together to develop and conclude lines of inquiry to inform Scrutiny recommendations.	Sarah Titcombe of Welsh Local Government Association	Scrutiny Members Open to All Members
Friday 16 January 14:00 – 16:00 Committee Room 4 County Hall	Media Training A practical session to equip Councillors with techniques for dealing with the media, who the media are in Cardiff and the structure of media interviews.	Tim Gordon	All Members
Monday 19 January 17:00 – 19:00 Committee Room 1 County Hall	Housing Allocation Scheme Member Seminar on proposed changes	Jane Thomas	All Members
Thursday 22 January 2015 16.30 – 18.30 Committee Room 4 County Hall	Scrutinising Risk To develop Members knowledge in analysing risk; including general risk assessments and equality impact assessments	Derek King, Audit & Risk Manager & Equality Team	Scrutiny Members Open to All Members

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FEBRUARY 2015	Event	Speaker	Invitees
Monday 2 February 14:00 – 16:00 Committee Room 1 County Hall	Financial Management and Budget Overview	Christine Salter, Marcia Sinfield	All Members
MARCH 2015	Event	Speaker	Invitee
Wednesday 25 March 16:00 – 18:00 Council Chamber City Hall	Chairing Skills This seminar is essential for elected members who chair meetings. It is ideal for those who need to develop their skills – either as chair or as a participant of formal and informal meetings. The session will help delegates understand the factors that go to make an effective meeting, including: preparation; questioning; listening; summarising skills; and the importance of body language. In the very challenging and difficult times for local councils and Councillors, particular attention will be paid to the strategies that can be used to resolve tense situations and potential conflict at meetings	Sir Robert Rogers Lord Lisvane Marie Rosenthal	All Members

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



DEMOCRATIC SERVICES COMMITTEE:

15 JULY 2015

REPORT OF THE DIRECTOR, GOVERNANCE AND LEGAL SERVICES

ICT MEMBER PROJECT UPDATE

Reason for this Report

1. To receive an update on the ICT Member Project and agree methodology to be used to evaluate its implementation and feedback from Councillors.

Background

2. Councillors agreed the principles of the ICT Member Project and a 'paper-lite' approach for the Council and the Business Case was signed off on this basis.
3. The ICT Member Project aimed to deliver a new agile way of working for Councillors using technology, reduce reliance on paper copies and generate savings on printing and postage costs.
4. The project out-performed the original target to equip up to 35 Councillors. 46 tablets were issued; 5 tablets have been returned; and 1 tablet is to be issued to the newly elected Councillor for Pentyrch. 32 Councillors have either retaining their existing equipment or been reallocated second user devices from the Members inventory.
5. An evaluation of the project to assess the outcomes, lessons learnt and to enable IT Officers to consider any feedback and actions to be resolved with the vendor has been proposed and will take place prior to the Summer Recess.

Issues

6. On 25 March 2015 (Minute No: 30) received an update from the ICT Service Manager on the performance of the tablet devices. Members were advised that a number of unforeseen hardware and software faults had occurred during the roll out period which resulted in a reduced performance.

7. All hardware failures and replacements required to date have been rectified under warranty and the hardware is now more stable. The numbers of faults were not untypical to experiences of other Local Authorities in the introduction of new technology from a variety of vendors and the availability of new models being brought to market to meet demand.
8. As part of the project Members of the Committee were aware of the need for the Council to be compliant with National Public Service Network (PSN) and Payment Card Industry (PCI) Regulations and meet the Government security rules, and as a result the password be-crypt log on system for the devices is more cumbersome than previous.
9. Issues also arose with Microsoft Windows Security Patch updates and the changes to the Council Wi-Fi connection. These areas have been dealt with by IT and through one to one sessions with those Members requiring support.
10. On 25 March, 2015 Members sought assurances in the reliability of devices as a long-term solution; the impact the ICT and Democratic Services Officers on the demand of reported faults and issues; and the length of time taken to get devices back up and running if a fault occurs.
11. Following the Committee ICT Service Manager had discussions with the vendor on the matters raised and Officers are currently trialling a new model of the Windows device which if it meets the project requirements could be piloted by up to three Members.
12. The Committee is requested to discuss the methodology for formally evaluating the project and to get feedback from Members. The following methods are for consideration:-
 - Short questionnaire via email;
 - Short questionnaire to be circulated at next Council meeting to be returned at the end of the meeting;
 - Drop In sessions facilitated by Members Services;
 - Face to face Member engagement in person or by phone;
 - Through Party Group Whips.

Legal Implications

13. There are no direct legal implications arising from the content of this report.

Financial Implications

14. The original business case indicated a potential saving of £56,204 over a three year period. This includes costs arising from the capitalisation of the cost of the new equipment.
15. 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.

16. Cost savings of £28,680 were achieved in 2014/15 through a combination of reduced printing and postage costs.
17. 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

- (1) to note the update on the ICT Member Project;
- (2) to agree the methodology to be used for evaluation of the implementation of the ICT Member Project and get feedback from Members;
- (3) feedback from the evaluation be provided to the Chair as soon as practicable;
- (4) the Chair in consultation with the Director, Governance and Legal Services and ICT Service Manager agree the pilot of the updated device if appropriate.

MARIE ROSENTHAL

Director, Governance and Legal Services

9 July 2015

DSC/GN/V1.0

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