CARDIFF
CAERDYDD

AGENDA

Committee	DEMOCRATIC SERVICES COMMITTEE
Date and Time of Meeting	WEDNESDAY, 8 MARCH 2017, 10.00 AM
Venue	COMMITTEE ROOM 4 , COUNTY HALL, ATLANTIC WHARF, CARDIFF
Membership	Councillor Boyle (Chair) Councillors Dilwar Ali, Chaundy, De'Ath, Goddard, Graham, Hyde, Murphy, Robson, Ben Thomas and Wild

1   **Membership of Committee**

The Council on 26 January 2016 Min No: 135 approved the nomination of Councillor Joe Boyle to the Democratic Services Committee and appointed Councillor Boyle as Chair of the Committee for the remainder of this municipal year.

2   **Apologies for Absence**

To receive apologies for absence.

3   **Declarations of Interest**

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

4   **Minutes**   *(Pages 1 - 4)*

To approve as a correct record the minutes of the meeting 7 December 2016.

5   **Member Exit Survey 2017**   *(Pages 5 - 46)*

Report of the Interim Head of Democratic Services.

6   **Member Induction 2017**   *(Pages 47 - 64)*

Report of the Interim Head of Democratic Services

7   **White Paper - Reforming Local Government: Resilient and Renewed**   *(Pages 65 - 68)*

Report of the Interim Head of Democratic Services

Geoff Schimell
Interin Democratic Services Manager
Date: Thursday, 2 March 2017
Contact: Andrea Redmond, 029 2087 3434, a.redmond@cardiff.gov.uk

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

DEMOCRATIC SERVICES COMMITTEE

7 DECEMBER 2016

Present: County Councillor Clark(Chairperson)
             County Councillors Dilwar Ali, Chaundy, De'Ath, Hyde, Murphy,
             Robson and Wild

23   :   APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Goddard.

24   :   DECLARATIONS OF INTEREST

There were no declarations of interest.

25   :   MINUTES

The minutes of the meeting held on 21 September 2016 were approved by the
Committee as a correct record and were signed by the Chairperson.

The Committee received an update on the action points from 21 September 2016.

26   :   MEMBERS SERVICES SUPPORT UPDATE

Support to Members
The Chairperson reminded Members that at its meeting on 20 January 2016, the
Committee endorsed the report and recommendations of the Task Group on the
Review of Support Services to Members. The Director of Governance and Legal
Services had shared the report with the Cabinet Member for Skills, Safety &
Engagement ahead of the Budget setting process for 2016/17.

The Cabinet Member had provided a response to the report on 20 September 2016,
which was attached as Appendix A.

Members were reminded that at the Committee's meeting on 23 March 2016,
Members noted that the Cabinet had commissioned a Councillor Support Review to
consider the level of support available to Councillors. This exercise was facilitated by
a former policy officer of Nottingham City Council and extracts of that report were
provided to Members.

The Chairperson invited questions and comments from Members on Support to
Members:

- Members discussed the Members Business Office at City Hall; it was noted
  that the location and facilities were not fit for purpose. Members were advised
  that a more suitable room had been identified, close to the West Entrance
  which the Whips have viewed and agreed. As part of the new offer IT facilities
  would be upgraded. It was hoped that the move would take place in the New
  Year once the room had been vacated.
- Members discussed access cards and were advised that the issue with access
  running out after a month had been resolved.

- With reference to the printer in the Members Library in County Hall, Members were advised that the computers were set to default to the Secure print machines as they are cheaper to print from.

<u>Member Enquiry System (MES)</u>

- Members discussed staff and resource support to Members and were advised that the review had recommended additional resources for Member Support including the Members Enquiry System and more general support and this budget would need to be agreed by Full Council; it was clarified that this review was the one that was commissioned by the Cabinet, which recommended £82k for 3 Member Business Support Officers.

- Members noted the time taken to receive a responses in general; Members were encouraged to use the Members Enquiry System to aid responses being received within timescales. Members further discussed technical issues they encountered when using the system and with officers closing cases that had not been fully resolved; these issues would be taken forward as actions.

<u>Member Exit Survey</u>

Members were advised that this Committee in collaboration with the Standards and Ethics Committee following the meeting of Full Council on 24 November had been asked to prepare an Exit Survey of all Members to seek to understand Members' experiences of being a Councillor; reasons for standing down; and their views on induction and training opportunities for new Councillors. A draft Survey was circulated to Members for comments.

- Members were generally pleased with the formatting and the fact that there were boxes so that free text could be entered to enable fuller views to be given.
- Members discussed the questions on ethnicity, religion and sexual orientation and whether these were essential. Members were advised that these questions were helpful in identifying themes that may emerge, but that questions were optional.
- Members discussed the name of the survey and suggested it could be changed to End of Administration Survey.
- It was noted that the survey results would be anonymised and any themes/trends identified would be reported to the Standards and Ethics Committee and Democratic Services Committee.
- The Chairperson asked that Members provide any further comments and feedback within a week in order that the survey could be circulated to all Members in January.

RESOLVED – That the Committee

1. note the response received from the Cabinet Member, Skills, Safety & Engagement;

2. note that the Director of Governance and Legal Services will be progressing the realignment of services to Members within her Directorate and the consequential resourcing of these services.

27 : MEMBER LEARNING AND DEVELOPMENT AND INDUCTION
        CURRICULUM MAY 2017

The Chairperson advised that this report provided an update on the 2016/17 Member
Development Programme and the draft Member Induction Programme 2017.

It was noted that not many Members had been able to attend the workshops that had
been held this year. Members were advised that all the session would be available
online imminently and the delay on this had been due to moving over to the NHS
platform; all Council courses are currently online as per the Member Development
Programme leaflet for 2016/17 which was circulated to all Members at Council on 29
September 2016.

Members discussed the Members Induction programme and the Chairperson asked
for clarification on why certain parts of the programme were mandatory; the Director
of Governance and Legal Services advised that she had asked the Group Leaders
who wanted some elements of the programme to be mandatory, such as not being
able to sit on a Scrutiny Committee unless the training had been undertaken, it was
noted however that this would be a constitutional amendment.

Members discussed potential candidates having information of what would be
expected from them if they became a Councillor, it was noted that this would be the
responsibility of their political party and that there was a full guide to being a
Councillor provided by the WLGA, the link for this would be sent to all Members.

Members considered that the induction programme provided in the report was
comprehensive and discussed the timing of the induction training; Members
considered that two different and staggered dates could be offered, including both
daytime and evening sessions in an attempt to be as accommodating as possible to
new Members.

RESOLVED - That the Committee

1.   note that the Member Development Programme 2016/17 was circulated to all
        Members at Full Council in September in accordance with the WAO
        improvement recommendation;

2.   agreed the draft Induction curriculum and the essential learning identified for
        all Councillors and recommend to the Constitution Committee that essential
        training be added to the terms of reference of Committees so that there is an
        obligation for Members to undertake essential training going forward.

28 : INDEPENDENT REMUNERATION PANEL FOR WALES (IRPW) - DRAFT
        ANNUAL REPORT 2017/18

Members received the draft Independent Remuneration Panel for Wales (IRPW)
annual report 2017/18 as part of the consultation process.

A consultation meeting with the IRPW Panel for Chairs of Democratic Services and
Heads of Democratic Services in the South East Wales Authorities was held on 21
October 2016.

The deadline for response on the consultation was 28 November however City of Cardiff Council had been given an extension so that the Democratic Services Committee if it should wish could respond following its meeting on 7 December. The Panel was meeting on 15 December to consider all responses.

The three main areas highlighted to Members were; Basic Salary; reimbursement of costs of Care and Sickness Absence for Senior Salary Holders.

Members felt it was important that all Members are encouraged to take up the reimbursement of cost of care and that officers should be proactive in encouraging this.

Members noted that the Independent Remuneration Panel for Wales (IRPW) were proposing that Members receive a 0.75% increase in salary and staff were getting a 1% increase. The Director of Governance and Legal Services advised most Council's take the advice of the IRPW, some take less of an increase and some donate any increase to charities, to negotiate a higher increase would be difficult to administer. Members discussed special responsibility allowances and it was considered that groups should be sharing out responsibilities more widely, and Whips should address this.

RESOLVED - That the draft IRPW report be noted and issues raised be submitted to the IRPW on behalf of the Committee.

29 : WORK PROGRAMME 2016/17

Members were advised that this report was to review the work plan priorities for the remaining meetings of the Democratic Services Committee and Member Development Steering Group for 2016/17.

Members requested that the outcome of the End of Administration Survey be added to the meeting of March 2017.

RESOLVED - That the Work Programme 2016/17, as set out in Appendix A to the report was agreed subject to the addition of outcomes from the Survey on the agenda for March Committee. .

30 : DATE OF NEXT MEETING - the next scheduled meeting is 1st March 2017 at 10.00am in Committee Room 4

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

CITY & COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

DEMOCRATIC SERVICES COMMITTEE: **8 MARCH 2017**

REPORT OF THE INTERIM HEAD OF DEMOCRATIC SERVICES

MEMBERS EXIT SURVEY 2017

Reason for this Report

1.   To enable the Committee to consider the findings of the Member Exit Survey undertaken in February 2017 open to all Members who have held the Office of Councillor since May 2012 and agree an action plan.

Background

2.   As part of the Council's support to Councillors the Chair of the Standards and Ethics Committee and former Chair of this Committee agreed that a Member Exit Survey be completed to enable lessons to be learnt about the experiences of Councillors whilst in office and their reasons for leaving or not standing for re-election.

3.   The information will also help to make improvements in the support, training and advice available to members and enable the Council to make changes where necessary to assist Members in the future.

4.   This Committee on 7 December 2016 considered the draft Member Exit Survey that had been endorsed by the Standards and Ethics Committee at its meeting 30 November 2016. The Committee approved the format and questions, and welcomed the opportunity for Members to add comments in the free text boxes.

Issues

5.   The Member Exit Survey was available electronically and hard copy from 15 to 24 February 2017, and an opportunity was provided to those who wished support to complete the survey with one of the Committee and Members Services team.

6.   In total 46 responses were received by the closing date from Members who had held the office of Councillor since May 2012.

7.   This report deals with responses to Questions 1 – 13 as they fall within the remit of this Committee. The Standards and Ethics Committee will receive a report on 22 March 2017 on the responses to Questions 14 – 21; and questions 22 – 27 relate to monitoring information which supports the more detailed probing and analysis of the data.

8.	The results of the questions that falls within the remit of this Committee is set out in Appendix A of the report with an analysis of the free text data in themes and potential actions for the Committee to consider.

Legal Implications

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

Financial Implications

10.	There are no direct financial implications arising from this report.

Recommendations

The Committee is recommended to

(1)	note the data from the Member Exit Survey;

(2)	consider the potential actions and make any recommendations in relation to the Member Learning and Development opportunities and any other actions.

GEOFF SHIMELL
Acting Head of Democratic Services
7 March 2017

Background papers
Member Exit Survey 2017

Question 5. What changes or improvements should be put in place to discourage elected Members from standing down?

Theme	Responses	Potential actions
1. Process for decision making		
1.1 Check on powers of parties	Put a check in the power of the political parties. Force a removal of the whip in the council chamber and scrutiny committee. Removal of cabinet structure which causes thesis and antithesis.	Internal political party matter for the group leaders and Whips. For new administration
1.2 More inclusive decision making	The cabinet system also leaves most councillors completely divorced from the policy-making process Councillors come from lots of backgrounds with lots of individual life and professional experience. This simply does not get used enough in developing policy More decision made which actually lead to change Those who are not on scrutiny should also be given opportunities to input into process, task and finishes as they may have specific expertise in particular areas.	Cllrs have the opportunity to feed into the policy making process through scrutiny and task and finish groups. Constitution Committee have recommended to the next Council that task and finish groups are open to all members. This will be covered in new member induction.
2. Strengthening backbench contributions		
2.1 Strengthen Scrutiny	Strengthen scrutiny to make decisions. Similarly, scrutiny meetings do not feel as if they have a valued role, but exist merely as a box-ticking exercise.	The role of scrutiny to make recommendations is set out in legislation.

| 2.2 Greater role, inclusion and powers for back bench Members | Improve the role of backbenchers in decision making. Weaken the power of the cabinet and senior officers.

More discussion about policy with back benchers. Unless you are in the Cabinet you have very little input/influence.

The cabinet system also leaves most councillors completely divorced from the policy-making process

Those who are not on scrutiny should also be given opportunities to input into process, task and finishes as they may have specific expertise in particular areas.

 I strongly believe that the role of backbenchers - particularly in opposition groups - has been diminished over the last 13 years, such that many of us feel that we are seldom able to influence council policy, even in our own wards | Ward cllrs have the opportunity to participate in policy decision making through scrutiny and committee membership and their role on full Council.

Constitution Committee have recommended to the next Council that scrutiny task and finish groups are open to all members. This will be covered in new member induction. |

3. Operational structure/membership and arrangements of Council and Committees

3.1 Review of length of term in office	A five year term is too long as people's circumstances change.	The five year term is set by legislation. There is nothing to prevent a cllr resigning earlier if they wish.
3.2 Operational structure	Smaller committees. (29) More support from officers with ward projects Heightened role for Committee collaboration	More detail needed. Democratic Services Committee to consider whether they wish to put forward a budget growth bid for the 18/19 budget.
3.3 Improving diversity in Council	It is important that councils are as inclusive as possible and truly reflect the communities from which members are drawn. We should, therefore, be encouraging a wide range of people to stand for the council.	Agreed.

3.4 More Committee Collaboration	Heightened role for Committee collaboration	This is currently possible under the council's constitution.
3.5 Open dialogue between Members in a cross party committee setting	Open dialogue in a cross party committee setting More open dialogue, even if it involves a cross-party committee Keep members better informed	This is currently possible under the council's constitution.
3.6 Better scheduling of meetings	The scheduling of committee meetings to take place at times of day that are outside of business hours may encourage members from standing down Council meetings need to be more strictly time regulated - very difficult for anyone with care responsibilities to attend a meeting that could go on as late as 11pm. Needs to be flexibility on timings of meetings (accept hard to have a definitive time to suit those who work or have caring responsibilities as needs can be so different. For those of us with child-care responsibilities, the almost universal scheduling of meetings and briefings after school hours is a major deterrent to getting fully involved. This can lead to disillusion	Legislation requires us to survey members in relation to the times of meetings. This will take place after the elections. Unfortunately it is very difficult to meet everyone's requirements. Constitution Committee on 2nd March recommended changes to the Council Procedure Rules to the next administration. One of the proposed changes is to have a cut off at 9pm for full Council meetings.
4. Better financial incentives for Members		
4.1 Better remuneration	Better pay and more support from other piers and council officers Higher remuneration One of the problems is a competitive 'race to the bottom' in	There is a statutory process for setting members allowances, which includes considering recommendations from an independent Remuneration Panel.

	terms of what councillors can and should claim for in terms of additional allowances.	
4.2 Better allowances	Having an allowance for childcare is welcome, but lots of Cllrs are put off claiming because of the negative response of colleagues within the council and press to claiming additional allowances. Also, it is not clear what support is in place (not just financial) for maternity or paternity leave. I had a baby while in my first term as a councillor. Had I been in a single members ward/ or a ward with different political parties, I would have been totally isolated. I did not particularly get support from the Council, but relied on my colleagues.	Political parties could agree not to make political points out of others claiming allowances. Members can work with other cllrs to help cover ward issues in different wards.
4.3 Consider Impact of financial security	COUNCILLORS ARE WELL SUPPORTED BUT GIVEN MANY HAVE OTHER EMPLOYMENT OUTSIDE OF COUNCIL , FINANCIAL SECURITY TAKES PRECEDENCE	Noted.
4.5 Better Council resources	..greater financial capacity for Council to grow its income to achieve policy development;	This is part of the Council's corporate plan.
5. Better Support from Council Officers		
	More support from other piers and council officers Ensure that the systems are in place to make the role as efficient as possible More reliable ICT support. Better advice from the Monitoring Officer on policy and guidance / informed briefing on issues that have led to	Mentoring scheme to be set up. Review taking place as part of planning for new administration.

	members standing down.	
6. Member Development		
6.1 Improving Member Competencies	Quality of scrutiny is quite poor. More training required. Elected members should be given sufficient support from the time they are elected	Member induction scheme after the election.
6.2 Mentoring provision	A mentor system would be beneficial. The introduction of a mentoring / buddying system to instil better individual support for members. Developing mentoring provision	To be set up as part of new member induction, but volunteer mentors will be needed.
6.3 Induction and training	Induction training and also compulsory training on issues such as the role of a councillor, code of conduct, the work of scrutiny committees and chairing of committees. Training is essential to make sure the Council is inclusive and its members are able to make effective contributions. There should be effective induction training and also compulsory training on issues such as the role of a councillor, code of conduct, the work of scrutiny committees and chairing of committees …training and development opportunities.	Member induction scheme in development covers all of these topics. Constitution Committee on 2nd March 2017 agreed to amend Committee terms of reference and the Cardiff Undertaking to include the requirement to attend essential training.
6.4 Improved understanding of the role of members **6.4 Improved knowledge of organisational structure and**	Perhaps better education of prospective candidates about the demands placed upon councillors might deter some individuals from standing for public office. Greater transparency throughout the organisation i.e.	Officers offered to hold sessions for prospective candidates. This is a matter for the political parties to consider. To be included in member induction.

responsible officers	officers responsible for specific areas.	
7. **Better support for casework /Rapid Response to enquiries**		
	More rapid responses to enquiries. It would also help if members felt that any complaints they made were dealt with swiftly and effectively. Better case management support More support from officers with ward projects Better support in terms of completing/chasing casework. Very frustrating for members to have long delays and poor responses. Also reporting issues should be streamlined. Why can't we have a members version of "fix my street" - this is possible and would have the advantage of cutting down the amount of time members spend on routine issues and improve the accuracy of reporting of locations. It would also save officer time.	Currently under review.
8. **Support for Work-life balance**		
8.1 Supporting Members in their work life balance	More understanding of the difficulties of working full time Most councillors need to combine full and part-time employment and family life with discharging their councillor duties. This can involve a fine balance Understand reasons why members are standing down. Some will be standing down for genuine 'life' reasons.	This was one of the reasons for this survey.

	…understanding wellbeing of cllrs and providing for that	
8.2 Support for Members with caring responsibilities	Provision of support for members with caring/family responsibilities. Much better support for working parents, and effort from the Council to encourage this. INTEGRATION OF SOCIAL SERVICES AND NHS SO THE CARING I UNDERTAKE IS ACHIEVED WITHOUT MY NEEDING TO STAND DOWN.(noted Better service delivery so that Councillors who need the service can perform their duties)	More information needed on what additional support is needed?
8.3 Better scheduling of meetings	The scheduling of committee meetings to take place at times of day that are outside of business hours may encourage members from standing down Council meetings need to be more strictly time regulated - very difficult for anyone with care responsibilities to attend a meeting that could go on as late as 11pm. Needs to be flexibility on timings of meetings (accept hard to have a definitive time to suit those who work or have caring responsibilities as needs can be so different. For those of us with child-care responsibilities, the almost universal scheduling of meetings and briefings after school hours is a major deterrent to getting fully involved. This can lead to disillusion	Legislation requires us to survey members in relation to the times of meetings. This will take place after the elections. Unfortunately, it is very difficult to meet opposing requirements. Constitution Committee on 2nd March recommended changes to the Council Procedure Rules to the next administration. One of the proposed changes is to have a cut off at 9pm for full Council meetings.
9. Better Support from party group		

9.1 Better support from political peers	Better support from other piers and council officers facilities for back bench councillors Better support from group whips / group leaders when issues arise between members of their group	For political parties to consider.
10. Improving Members status and respect for members		
10.1 Improving respect	Greater respect for the role and facilities for back bench councillors. Respect for members - it's practically gone. Many officers are unresponsive and the Council appears to be political. Ward members should be given much respect and authority on matters pertaining to their areas, and should be regarded as being central to the policy process rather than a hurdle or afterthought.	Member induction.
10.2 Recognition of Member's work and achievements	Some sort of thank you for services.	More information needed.
11. Members behaviours and conduct		
11.1 Better dynamics within and between political groups	Political groups need to behave better Many are political party reasons which are beyond the ability of the council to being about any change	Member induction on Code of Conduct. For Political groups.
11.2 Improved behaviours at Council meetings	The behaviour and structure of full council meetings is also off-putting and leads to cynicism.	Member induction. To be challenged by Group leaders, Party

	Ensure member behaviour in Council is appropriate at all times. Completely review and revise full council meetings so that they reflect real life business meetings, not pantomime.	Whips, and Monitoring Officer. All to lead by example. Constitution Committee 2nd March 2017 made a series of recommendations to the next Council on amendments to the Council Procedure Rules.
11.3 Better facilitation of Council Meetings	Stream line full council meetings cut out questions Council meetings need to be more strictly time regulated - very difficult for anyone with care responsibilities to attend a meeting that could go on as late as 11pm. Reasons for standing down diverse but believe the conduct of council meetings play a part.	Constitution Committee 2nd March 2017 made a series of recommendations to the next Council on amendments to the Council Procedure Rules.
11.4 Strengthening and enforcement of Members' Code of Conduct	Strengthen the Members Code of Conduct and behavioural rules to avoid any potential of bullying More robust challenge to the behaviour of councillors by the monitoring officer. Also, greater recognition of the 'institutionalised' culture of sexism and bullying within the membership. Without in any way placing on constraints on freedom of expression, imposing sanctions on those councillors who persistently behave in aggressive and dishonourable ways. Reasons for standing down diverse but believe the conduct of council meetings play a part. .. tackling discrimination; tackling behaviours among cllrs.	Member induction. To be challenged by Group leaders, Party Whips, and Monitoring Officer. All to lead by example.

11.5 Member Commitment to role and accountability	Each elected Member must play their part and take up party proportional place on a committee and stay throughout the meeting unless they become ill or on other council business	Constitution Committee has recommended that all Cllrs have to take up a place on at least one committee.
12. No support needed		
	none; if they cannot decide that without assistance they are not suitable	
13. Don't Know		
	Don't know Unknown	
14. Should be dealt with strategically		
	I am not sure that is an appropriate question. Such decisions either rest with political parties or the individuals themselves. It may well be appropriate for those standing down to so. The question implies otherwise.	

Q. 6 What have you enjoyed most about being a Councillor for Cardiff? – Key Themes

Theme	Responses	Potential actions
1. Members' roles in the Council		
1.1 Work in Committees	Xxxxxx Committee Most committees and the local ward activities The role of Scrutineer ..my membership of the xxx committee I also enjoyed my membership of the xxxxxx scrutiny committee.	No identified actions.
1.2 Work in Cabinet	Being in Cabinet.	
1.3 Ward duties	Most committees and the local ward activities Meeting the people I represent Working on community issues Casework The parts of my work I found most rewarding were my ward work I love doing the casework Ward work Working with and fir residents	

	The ability to carry out casework on behalf of my constituents - especially if a satisfactory outcome is achieved	
1.4 Representing the community	Representing my local community. I have valued the ability, as an elected member, to be able to raise issues with council officials directly on behalf of residents which is a privileged position not enjoyed by most people …also representing residents by helping them with problems The ability to help my community and influence policy Working with ward colleagues on local issues Representing my residents has been hugely enjoyable and satisfying. Representing the people of my Ward. I just love it! Not much this term. Working with and for residents	
1.5 Representing the City	My term as xxxxxx deserves another chapter which the space here does not provide. I have enjoyed going to the civic ceremonies we are invited to such as St David's Day Service, Holocaust Memorial, National Remembrance Day.	
1.6 Meeting new people	Meeting my new people Meeting new people, EVERYTHING, ALL VERY GOOD INDEED! THE PEOPLE…	

1.7 Support provided by Officers	The work with officers and support given	
1.8 Working with Officers	The work with officers and support given. Used to enjoy the business in County Hall - not anymore The part of my work I found most rewarding ….membership to….. Committee and the Board of xxxx. I found the inclusivity of the xxxx was in sharp contrast to the way …..Committee and the ….committee conducted business Working collaboratively on issues related to children and young people (including corporate parenting matters	
2. Impact of Work		
2.1 Making a difference	Helping the community and making a difference to my ward Making a difference in the ward Using my knowledge and previous experience to hopefully have made a difference within some service areas. Small achievements for Ward I love doing the casework and the community building aspect of the role. Making a difference in peoples lives	
2.2 Helping People	HELPING PEOPLE helping residents Helping the community and making a difference to my ward Working with ward colleagues on local issues	

	Helping my community	
	Helping my constituents.	
	Serving my residents	
	Helping people	
	Serving residents of my ward	
	Serving the residents of my ward	
	….serving my community in which I have lived for over 40 years	
2.3 Contributing to improvements in Cardiff	improving Cardiff to become more liveable City	
	I have exercised that opportunity to improve outcomes for at least some of Cardiff's population. My most satisfying achievement was the building of the new xxxxxxx	
	ACHIEVING IMPROVEMENTS	
	improving my ward	
	Promoting Ward improvements	
2.4 Transforming services	Playing a part in modernising and transforming services	
	getting involved with important city wide issues	
	pushing policy changes that have noticeably improved the city	
	Using my knowledge and previous experience to hopefully have made a difference within some service areas.	
	In my xxxx role I've enjoyed driving improved performance	

	and delivery across my portfolio. As the xxxxxx Member with the biggest people-facing portfolio, driving the better join-up across directorates has been rewarding. I have enjoyed the cabinet role - mainly - despite the challenges of budgets.	
2.5 Promoting policy	promoting cycling	

3. Developing knowledge and skills

	learning more about our City. the whole experience, opportunity to develop my skills, experience and knowledge EVERYTHING, ALL VERY GOOD INDEED! THE PEOPLE THE ISSUES LEARNING MORE ABOUT THE LOCAL PROCESSES.	

Q7. What have you least enjoyed about being a Councillor? – Key Themes

Theme	Responses	Potential actions
1. Arrangement, facilitation and behaviours at Council Meetings		
1.1 Occurrence of Full Council meetings	Full council Council Meetings Full Council meetings COUNCIL MEETINGS Council meetings	Constitution Committee on 2nd March 2017 agreed to recommend to the new Council proposed amendments to Council Procedure Rules.
1.2 Members' conduct and behaviours at Council Meetings	the constant bickering especially in full council meetings The constant bickering, and disrespect in Council meetings …and member behaviour in the chamber Full Council. It is not very business-like and efficient Bickering at council meeting, the volume of pointless speeches made at council The vitriol from the xxxxxx in Council meetings and the way xxxxxx makes issues in wards that are not his business to get involved in. Another part of my council work which was not enjoyable were the full Council meetings. The awful council meetings, which are badly chaired and have become a laughing stock both within the council and the general public. Its a shame that attempts to reform this	Member induction programme includes sessions on code of conduct and Council procedure rules.

	when I was a Councillor were unsuccessful. THE INCREASING BAD BEHAVIOUR AND RUDENESS IN COUNCIL BY MOSTLY THE ADMINISTRATION AND CABINET Full Council when some member behaviour falls short of the Code of Conduct …the posturing at meetings of full Council Full council meetings. …… The atmosphere is toxic and there is too much political grandstanding. It is the least important part of being a councillor and yet it's the part the public sees! The appalling lack of debate in the Council Chamber over the past 5 years. The appalling behaviours of some cllrs towards others in the public domain; the rudeness & disrespect for women among some male cllrs Council meetings, which show us all at our absolute worst, and which seem designed to promote division, conflict and partisanship.	
1.3 Facilitation of Council meetings	…council meetings, which are badly chaired and have become a laughing stock both within the council and the general public. Its a shame that attempts to reform this when I was a Councillor were unsuccessful. Wasted opportunities at overly long full council meetings Time wasted at full council meetings Full Council. It is not very business-like and efficient	

1.4 Duration of Council meetings	Some boredom, over extended meetings but not much or I would not have continued. Long, boring Council meetings. Another part of my council work which was not enjoyable were the full Council meetings. I think they are too long and would benefit from a time limit. Full council meetings. They are too long and unproductive	
1.5 Value of meetings/Council meetings	Pointless meetings! The appalling lack of debate in the Council Chamber over the past 5 years. Wasted opportunities at overly long full council meetings	
2. Members conduct and behaviours towards one another		
2.1 Members behaviours/conduct towards each other	The rhetoric the grandstanding. The poor behaviour of some members Personal insults and unreasonable criticism by members against other members. I did not enjoy my time on the xxxxx committee because of the fiercely adversarial conduct of some of the members. One expects rivalry between members of different parties but I feel there should still be respect, real nastiness should not be tolerated. There is also far too much party posturing and, at times, a total lack of respect shown by elected members	

	The sexism within my political party, the bullying, the grandstanding, the number of self-centred bigots who are currently councillors. The game playing, the usage of women for male political gain, the undermining of officers and their roles by elected members. Basically everything that brought me into contact with male elected members. Poor behaviour from some other councillors. It is very demoralising	
2.1 Lack of support from other Councillors	Lack of support from other ward Cllrs	

3. Political group internal and cross party dynamics		
3.1 Party group dynamics	Splits in the xxxx group	
3.2 Political dynamics – cross party dynamics	Bullying adversarial politics The appearance of the Council acting politically	
3.3 Political leadership in Council	The general political hue to the council.	

4. Need for targeted improvements in support for Members and their development		
4.1 Need to develop member competencies	I did not enjoy my membership of xxxxxx and the xxxxx committee. I served only a short period of time on both. I felt that effective training would have helped before I joined xxxxx Committee	Member Induction Programme.
4.2 Lack of training on role as Member	Lack of…clear instruction and training from the Council to help me do my role effectively and efficiently.	

4.3 Lack of Information on Council processes and arrangements	The lack of information about process, decision making and how I could input views of my constituents.	
4.4 Technology for supporting Cllrs	The technology employed	
4.5 Disabled provision	… and the lack of attention to provision for disabled Members	
4.6 Lack of resources to meet needs	A sense of insufficient resource to meet multifaceted need. Casework support.	
5. Officer, Executive and Cabinet engagement with Members		
5.1 Officers ignoring issues	The raising of issues which are ignored by officers or cabinet members. ….. Unresponsive officers. Lack of information - a closed shop	Proposed guidance for officers in dealing with member enquiries.
5.2 Cabinet ignoring issues raised by other Members	The raising of issues which are ignored by officers or cabinet members.	
5.3 Administration and Cabinets attitude to other Members	THE INCREASING BAD BEHAVIOUR AND RUDENESS IN COUNCIL BY MOSTLY THE ADMINISTRATION AND CABINET	
5.4 Length of Committee papers	Also, it is not realistic to expect councillors to read 200 pages of papers before a meeting. I am experienced in reading documents but I feel 200 pages of 'officialese' prevented me from effectively scrutinising the information contained in the documents. Officers should be trained to write clearly and succinctly if the authority wants to be open and transparent.	

6. Member involvement/engagement in affecting change		
6.1 Contradictions associated with delivering role	Having to make decisions that adversely impact upon the citizens of Cardiff - mainly in response to the need to make savings in the Council's budget.	
6.2 Limited involvement of Councillors in improving services	The extent to which councillors are seen merely as fire-fighters, rather than proactively engaged in improving services.	
6.3 Process of implementing change	Agreed changes happen too slowly LACK OF GETTING PRIORITIES PROPERLY PRIORITISED	
6.4 Communication of decisions	Being the last to hear about important decisions affecting my ward	
6.5 Members lack of commitment to the roles that they have	Seeing the lack of knowledge and obvious not reading of papers/understanding the issues by other Councillors	

Q8. What additional support or assistance would have been useful in helping you to fulfil the various roles that you have as an elected Member of the Council? – Key Themes

Theme	Responses	Potential actions
1. Better remuneration	More pay. Full time wage.	Remuneration is set by the Council taking into account the recommendations of the Independent Remuneration panel. Members may respond to the next consultation.
2. Member Development		
2.1 Induction and training	A proper induction timetable and training which is not political but neutral. Better induction. More thorough induction and better ongoing systems for support More guidance about how to manage your caseload. I think more formal induction in how the Council works at the start might have helped, though that takes time.	A revised member induction programme is being developed.
2.2 Mentoring Scheme	I could have taken advantage of the mentoring scheme, that might have been helpful. Improved mentoring at the beginning, A mentor, also effective training. Support & mentoring.	A mentoring scheme will be part of the induction, provided sufficient volunteer mentors come forward.

2.3 Specialised support for Cabinet	More support at Cabinet level ie: media training.	Communications and media training are included in the member induction plan.
2.4 Setting of individual Member Development Objectives	A conversation with an officer about what areas of training I need to have and where the gaps are in my knowledge.	A training needs survey will take place early in the next Council.
2.5 Support needs assessment for new Members	Understand the needs of the cohort of new Cllrs	A training needs survey will take place early in the next Council.
3. Other Types of Support for Members		
3.1 Additional useful resources that can be provided	A directory of who can help with what would be very useful. It has taken me nearly 5 years, and, with most problems I now know who to contact, but I am still not completely confident. A clear flowchart of key contacts within the council. Better summary of who to contact for different issues More guidance about how to manage your caseload. List of Officers with their specific roles and responsibilities to contact when you have an issues to deal with. For example who is head of Planning, Highways, Trees & parks, Education etc. There should be directory on website to find an officer by typing department/role description in search box to locate him or her.	Member induction.
3.2 Members' room in City and County Hall	A properly sized, equipped and prominent Members room in City Hall	Members room is City hall is moving on 29th March 2017.

	with refresh of members room & library in County Hall.	
3.3 Canteen provision	The canteen at County Hall also needs dramatic overhaul to offer all council employees, members and guests a wide range of affordable food options.	No review planned.
4. Improvements in existing Services or support		
4.1 Improved access to casework/Member Enquiry service system	A casework system that's more easily accessed when away from a desktop too. ..to have one portal where enquiries could be directed to go to the correct portfolio. The members reporting system needs to be upgraded. One you have had a reply the item is closed and very often it's not its ongoing. There is no search option when trying to find a query dealt with previously, no link to similar or same query made by separate constituent. Casework support and follow up to ensure cases completed as promised. I have been fairly self sufficient but main thing would be the chasing up of long delayed responses and an improved reporting system.	Member enquiries review ongoing.
4.2 Improving Modern.gov/technical support/equipment	I'm very disappointed with how Modern.gov has turned out. On the basis of the presentations we received before it was implemented, I thought this would be a powerful tool. It isn't. It would have been useful to have training in using the Council tablet when it was issued, it would have saved me a lot of time	IT training and surgeries to be offered.

| | and frustration. | |
| | More on-line training. | |

5. Additional services

| **5.1 Well-being support**

5.2 Adaptations and support for disability | A counsellor

Understanding of wellbeing in relation to cllrs.

Providing for my disability needs earlier, and without asking me to pay for it! | Investigating the possibility of the staff counselling scheme being extended to cllrs. |
| **5.3 More resources for administrative support** | More resources. Basic things like a dictation bank.

Well staffed Member Services - the staff are absolutely exceptional but are under huge pressure.

Printing of street surgery notices etc would have been helpful too. We have always done our own

Due to the cuts member support has been reduced (notes: negative impact of budget cuts to resources) | For democratic services to consider whether they wish to put in a bid for increased resources in 18/19 budget. |

6. Improving Officer Support for Committee Work

| **6.1 More Timely receipt of Committee papers** | PAPERS FOR SCRUTINY RECEIVED NOT DAYS BEF BUT A WEEK OR SO BEFORE, ESPECIALLY SCRUTINY, VERY SAD TO SEE THIS GET SHORTER IN TIME - ALL THE TIME WITH PAPERS MISSING UNTIL ATTENDING THE ACTUAL MEETING, UN DEMOCRATIC. | The timing of meetings and the provision of papers needs to be reviewed. |
| **6.2 Improving timing of meetings** | Timing of meetings. I have been unable to engage in scrutiny of the budget now for three years due to meetings bei9ng changed. Scrutiny is not geared towards members in full time work. | A survey of members has to be held to identify suitable meeting times. This will be held early in the new council. It is very difficult to please everyone. |

6.3 Timely and current Research	RESEARCH CURRENT AND TIMELY	
6.4 Scope for Scrutiny to further support policy development	The potential for policy development in scrutiny but this can only be achieved by genuine collaboration and is probably more difficult in a Cabinet style structure because that Cabinet style structure tends to thesis and antithesis.	
6.5 More engagement with Members on service improvements	Having officers proactively involve members in ward issues from the outset rather than presenting us with faits accompli for rubber-stamping.	
7. Support from political groups		
7.1 Pre-election support	Nothing prepares you for it unless you have done it previously; more detailed, more indepth pre- election training run by individual parties; ward Surgery Role plays (could be pre and/or post election. The adversarial nature of politics destroys creativity.	For political parties.
8 Enforcement of Code of Conduct		
	Nothing in terms of officer support apart from stronger sanctions (or sanctions of any kind) for Cllrs who are unable to behave in a professional and courteous manner.	Sanctions are a legislative matter and require a complaint to be made and substantiated.
9. No support required		

9.1 Have more than adequate support	The level of clerical, secretarial and technical support available to councillors together with the technological support in the form of communications equipment, computers, tablets, printers etc. totally outstrips anything that was available when I first became a councillor for another authority in 1985. I would, therefore, conclude that the level of support currently available could not be improved upon. I had a lot of support.	
9.2 No further support required	NONE I had experience in my career which was appropriate.	

Q10. What other induction and/or training opportunities should have been made available during your term in office? - Themes

Theme	Responses	Potential actions
1. Formal Training, development courses and support on various topic and skills areas		
	More extensive Planning and other training, conferences and summer schools	Ensure members are aware they may apply to go on relevant courses.
1.1 Media skills and communication	Media training. Better engagement with press and media Speech making.	Communications and media (including social media) and public speaking are included in the member induction programme.
1.2 Well-being	"counselling" for councillors. Wellbeing Coaching on life skills	To investigate whether the staff-counselling scheme can be extended for councillors.
1.3 Time management	Guidance on realistic time-management Time Management training Time Management	Member induction and online training.
1.4 Influencing policy and change	More on how to get change / raise issues to be sorted out. It appears a lot of Councillors go straight to the relevant Cabinet member for their enquiry. … working with partners, officers and residents	If the enquiry is in relation to a policy change the cabinet member or a scrutiny committee is the correct place to raise it. If it is a member enquiry or service request it should be raised through the member enquiry system or C2C. Member induction

		will cover this.
2.Format of training or information resources		
2.1 On-line	Online training or easily accessed documents from member briefings	Included in member induction plan.
2.2 Externally provided	External training required not by our officers.	More information needed on topics.
2.3 Better scheduling of training	I would have liked to attend more training, but events often clashed with other commitments. We need to develop flexible forms of blended learning. Having all the induction in first few weeks can be too much to take in.	Member induction plan will be more spread out. Key sessions will be offered twice. There will be online training.
2.4 Better communication of available opportunities	But it's as if Councillors only find out what is available either by accident or by conversations with others.	Member induction schedule to be included with pack to be handed to newly elected members at each count.
2.5 Mentoring	Buddying up with another experienced Cllr	To be included in member induction.
3. Useful resources		
3.1 Access to research facilities.	Research facilities	More information needed on what is required.
3.2 Guidance on contacting Officers	Very specific user friendly guidance to the organisation and protocols for members to engage with the council	Member induction.
3.3 Information on service area contacts	The movement of council officers and areas they cover has been constant but no real effort made to clearly update backbench councillors of who is responsible for what.	Member induction.

	….an up to date list of who does what	
4 Induction Courses		
4.1 Scope of Induction	With reference to Question 9, the induction I received when I was elected in a by-election was not comprehensive. It amounted to a half hour talk by the monitoring officer Maybe more induction into the work of directorates, at the start? A variety of basic 'how to' instructions e.g. Speaking at Council/ call in process etc.	All of these suggestions are included in the member induction plan.
4.2 Understanding of member roles and responsibilities and expected commitments	MORE IN MAKING EXPECTATIONS OF TAKING UP SCRUTINY PLACES PROMINENT /SITTING AS COUNCILS REPRESENTATIVE ON OUTSIDE BODIES - TOO MANY DO LITTLE OR NONE OF THESE AND THEY ARE IMPORTANT Various aspects of Councillors work and roles I feel there should be training on all aspect of a councillor's work, from …… to their work on different committees, especially scrutiny.	Constitution Committee on 2nd March recommended that a requirement to sit on at least one committee be included in the Cardiff Undertaking which all members sign up to. Included in member induction.
4.3 Using member enquiry system	….and how to formulate an enquiry	Included in member induction.
4.4 Support for equipment use	I have over the past three years used my own mobile phone and own IPad the new tablets and availability of a docking station has made it easier. I was happy to use my own	A revised IT offer for members is currently being worked on.

	equipment but no recompense is available or support if something goes wrong. Typing service	
4.5 Dealing and managing casework	Instructions as to how to deal with different types of queries/ reports from residents. I feel there should be training on all aspect of a councillor's work, from dealing with constituents' complaints Managing Casework Training The induction was very much focussed on how officers saw our role as councillors but none or very little on the ward side or dealing with casework or how to build a project. Most members get advice from other members so it's very piecemeal.	Included in member induction.
5. Specific topics at induction		
5.1 Code of Conduct	There should also be compulsory training on the responsibilities of councillors when it comes to ….. respect, and their duty not to bring the council into disrepute.	Included in member induction as essential training.
5.2 Equalities and diversity	There should also be compulsory training on the responsibilities of councillors when it comes to equality and respect Equalities & Diversity Training	Included in member induction as essential training.
5.3 Adult and Children's services	Cllrs should have to attend regular mandatory meetings about adult and children's services in order to develop their understanding of their responsibilities.	Included in member induction as essential training.

	corporate safeguarding	
5.4 Budget		
5.5 Crime and disorder responsibilities	Section 106	Included in member induction in training on planning.
5.6 Councils complaints process	Dealing with difficult situations and an appropriate escalation structure for unresolved issues.	To be included in induction training.

6. Views on training and development previously provided.

	BRIEFINGS MOSTLY ALL GOOD I was content Although I have to confess I didn't attend all as I had been a Councillor previously Induction has improved over the five years.	

7. No further training

	None n/a	

Q13 What other types of additional support should your Group provide its members? – Themes

Theme	Responses	Potential actions
1. Improving knowledge of Council processes and systems		
1.1 Knowledge of Council meeting procedures	How to present motion and how to conduct yourself on a full council meetings	Member induction programme will include sessions on Council procedures and on public speaking.
1.2 Dealing with casework	Clear protocols for dealing with casework	Member Induction programme will cover the member enquiries system and officer support available. Guidance to be drafted on processes for member enquiries and service requests, the difference between the two and officer support available.
2. Better understanding of different member and officer roles within the Council		
	Clear break down of roles of officers and Cabinet Members. Cabinet members should not arrange budget meetings to suit their own agenda. This is disrespectful to scrutiny (notes: this could be indicator of latent need)	Member induction. For leading group.
3. Supporting development of Member Competencies		
3.1 Promoting Awareness of training opportunities	Training opportunities.	Member Induction.
3.2 Leadership training	Would have liked to be put forward for leadership training	Members may request training.
3.3 Providing mentoring and shadowing opportunities	More assistants for Cabinet Members (good training opportunity).	For new administration. Included in induction programme subject to mentors coming forward.

	Buddying / mentoring system	
3.4 Enhancing core knowledge	Briefing on equality and diversity information on changing socio demographics in our areas	Member induction.
3.5 Require basic competencies of group members	Select individuals who are able to at least spell their name and tell the time	For political groups.
4. Enhancing engagement and communication between group Members on policy matters		
4.1 Facilitate better understanding of policy direction of party group	More vision on what overall policy direction Group wanted to go. Review of manifesto commitments and how Group was progressing against it.	For political groups.
4.2 (in Group) Policy discussions.	Policy discussions	For political groups.
4.3 Better communication and engagement with backbench Members	More information in a timely manner. To know what's going on without having to read it in media or social media	For political groups.
4.4 Making use of external expertise on policy	Drawing upon policy experts from outside the council. Meetings with Cabinet Members called at their instigation rather than at backbench's instigation.	Scrutiny Committees.
5. Effective ways of dealing with member conduct and relationships		
5.1 System for dealing with disciplinary issues	The Group should have systems in place so that members have confidence that any discipline issues will be dealt with swiftly and effectively	For political groups. There are officer procedures in place for dealing with breaches of the Code of

	Enforcing party discipline (this doesn't have to be authoritarian	Conduct.
5.2 Internal reform/review within group	Where to start?! The Labour group needs significant reform around culture, ways of working, behaviour, attitudes to different types of people etc.	For political groups. Officers are willing to offer support to groups as requested. Whatever is offered to one group will be offered to all groups.

6. Supporting IT and communication needs

6.1 Provision of Communication and IT equipment	Equipment to suit your needs. Fixed or mobile devices and a modern iPhone	New member IT offer under discussion currently.

7. No support required form Group

	I provide my own & seek training & development in areas that I identify as needing	N/A

8. Question does not apply

	I am a stand alone independent therefore question not relevant	N/A

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Headline Findings of Member Exit Survey 2017

Question 1. Q1: How long have you served as a Councillor for Cardiff?

Answer Choices	Responses	
0 - 2 years	6.52%	3
2 -5 years (1 term)	41.30%	19
6 -7 years	4.35%	2
8 - 10 years (2 terms)	10.87%	5
10 years or more (3 terms or more)	36.96%	17
Total		46

The results in the table above show that more than a third (37%) of all the Elected Members have served as part of Cardiff Council for more than 10 years.

2 out of 5 (42%) have been serving the Council only during this current term.

Q2. What roles or positions have you held during your term in office?

Answer Choices	Responses	
Leader	2.22%	1
Deputy Leader	2.22%	1
Leader of the Opposition	6.67%	3
Cabinet Member	26.67%	12
Committee Chair	37.78%	17
Scrutiny Committee Member	80.00%	36
Member of Other Council Committees	71.11%	32
Lord Mayor/Chair or Deputy Mayor/Deputy Chair of Council	20.00%	9
Other (please specify)	24.44%	11
Total Respondents: 45		

Q3. Are you standing for re-election after your current term in office?

Answer Choices	Responses	
Yes	60.87%	28
No	36.96%	17
Don't know or Unsure	2.17%	1
Total		46

Q4. Reasons for standing down as an elected Member

Answer Choices	Responses	
Retirement	37.50%	6
Changes to employment	18.75%	3
Moving away	0.00%	0
Ill health	12.50%	2
Caring responsibilities	18.75%	3
Work-life balance/Time pressures	31.25%	5
Changing role of Councillors	6.25%	1
Inadequate remuneration	0.00%	0
Dissatisfaction with role as Councillor	37.50%	6
Other (please specify)	43.75%	7
Total Respondents: 16		

Other additional reasons cited by these Members are:
- relationship with their political party and the party politics associated with their role in the Council;
- the conduct of other Members in particularly a perceived "culture of bullying" and discrimination;
- difficulty with making an impact on Council policies.

Q5 What changes or improvements should be put in place to discourage elected Members from standing down?

Q6 What have you enjoyed most about being a Councillor for Cardiff?

Q7 What have you least enjoyed about being a Councillor?

Q8 What additional support or assistance would have been useful in helping you to fulfil the various roles that you have as an elected Member of the Council?

Q9 How useful was the induction and training provided to you as a Councillor?

Very Useful	Useful	Not Useful	Not Very Useful	Don't know/ Unsure	Total
7.50%	55.00%	2.50%	25.00%	10.00%	
(3)	(22)	(1)	(10)	(4)	40

Q10 What other induction and/or training opportunities should have been made available during your term in office?

Q11. Which Group are you a member of?

Answer Choices	Responses	
Conservatives	17.50%	7
Labour	45.00%	18
Liberal Democrats	22.50%	9
Plaid Cymru	5.00%	2
Independent/Other (in group)	0.00%	0
Independent/Other (no group)	5.00%	2
Other (please specify)	5.00%	2
Total		40

Q12. Do you feel that your Group had provided you with sufficient support to effectively fulfil your role as Councillor?

Answer Choices	Responses	
Yes	62.16%	23
No	29.73%	11
Not Sure	8.11%	3
Total		37

Q13 What other types of additional support should your Group provide its members?

CITY & COUNTY OF CARDIFF
DINAS A SIR CAERDYDD

DEMOCRATIC SERVICES COMMITTEE: **8 MARCH 2017**

REPORT OF THE INTERIM HEAD OF DEMOCRATIC SERVICES

MEMBER INDUCTION 2017

Reason for this Report

1.   To provide the Committee with the draft Member Induction Programme to comment on, for implementation following the Local Elections in May 2017 (attached as Appendix A). Please note this is work in progress and the programme may be amended further.

Background

2.   The Local Government (Wales) Measure 2011 sets out a number of requirements in relation to Member learning and development. In particular, it requires authorities to "secure the provision of reasonable training and development opportunities for its Member within budgetary constraints".

3.   In accordance with the Council's Statement of Action in response to the Wales Audit Office (WAO) Corporate Assessment 'Follow On' report 26 February 2016, this Committee was asked to have oversight of the development of an induction programme for delivery to newly elected Members to start at the beginning of the new Council term in May 2017.

Issues

4.   This Committee at its meeting on 7 December 2016 agreed those sessions identified as essential learning for all new Members; agreed that in addition to formal face to face sessions that Members are encouraged to access e-learning modules; on line course workbooks and handouts; and webcasted / recordings of training sessions.

5.   The Member Induction Officer Project Group established under the Performance and Governance Organisational Development Programme is meeting each month and has in accordance with the Committee's requirements identified a learning and development plan that will provide new Members and returning Members with the required skills and knowledge to enable them to carry out their roles.

6.   The programme is set out as follows: -

      Core learning: this will include essential sessions to take place from 8 May to July 2017 that will include an introduction to the Council and essential sessions relating to:-

- statutory responsibilities for Members e.g. Code of Conduct; Data Protection; Equalities and Diversity; Corporate Parenting; Health and Safety.
- specific role related training e.g. Cabinet Members, Chair of Council, Chairs of Committee.
- committee based essential training in accordance with terms of reference e.g. Regulatory Committees; Standards and Ethics; Audit Committee; Pensions Committee.
- awareness sessions on specific roles of committees e.g. Scrutiny Committees.
- All Member briefings on important and or imminent matters – for example arrangements for the Champions League Final, 3 June 2017.

Topic related sessions: from July – October 2017 to include briefings to improve knowledge base; on key priorities for the Council; and workshops to support skills development.

Optional sessions: for example mentoring; IT surgeries; new member drop-in surgeries.

Regional Training: The WLGA are facilitating five regional workshops for new Members in October / November 2017 and these are outlined in the plan and provide new Members with the opportunity to talk to other new Members, from other local authorities, and will be good learning opportunities.

7. Delivery of sessions will involve Directors Senior Officers and trainers and a blend of learning opportunities with face-to-face interactive workshop sessions; regional events; e learning; market place Directorate specific information (an open session with information/staff available to introduce themselves and explain their service; a visit to C2C; a coach trip to visit key sites; and some formal presentations and briefings.

8. The timing and number of repeat sessions will be varied to enable all Members to attend one of each programmed face-to-face session.

9. Details of the Member Induction will be provided to all successful candidates as part of their welcome pack to be provided to them at the count centre by the Count Manager following their election.

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.

Recommendation

The Committee is requested to note and endorse the approach and proposed draft Member Induction Programme for new and returning Members from May 2017

GEOFF SHIMELL
Acting Head of Democratic Services
28 February 2017

Appendix A – Members Induction Programme from May 2017

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DRAFT MEMBER INDUCTION PROGRAMME 2017 – 2018

Section 1 – Candidates Information

Section 2 – New & Returning Members Induction Programme

Section 3 – Committee Specific

Section 4 – Drop in Sessions

Section 5 – E-Learning

CANDIDATES

When	What	Location	Time allocated	Audience	Delivery Method	Training materials available/needed?	Who organises/ delivers?
Available on-line since September 2016	Be a Councillor - Make a Difference.	N/A	N/A	Potential Candidates	Guide on line	Link: https://www.cardiff.gov.uk/ENG/Your-Council/Voting-and-elections/Be-a-Councillor/Pages/default.aspx	Members Services publish on Cardiff website hard copies provide to Party Groups / Independent Members and available in Members Business Rooms
April 2017	**Issuing of A Guide to new Councillors booklet and information to all registered Candidates.**	N/A	N/A	**All Candidates**	WLGA Guide on line *(when available)* Cardiff specific information sheet to include details of: - Acceptance of Office Process; Information to be provided by new Councillors; Induction Sessions and ingoing Programme.	On line link :	Guide - WLGA Information Sheet – DF/GN

NEW & RETURNING MEMBERS

When	What	Location	Time allocated	Audience	Delivery Method	Training materials available/needed?	Who organises/ delivers?
Thursday 4th May 2017	**Local Council Elections Welcome Letter and Starter Pack**	**Count Centres**	**N/A**	**All Elected Councillors**	Letter from Chief Executive. Pack from Director of Governance & Legal Services	Welcome letter to be agreed. To include details of Induction venue; start time and car parking. Content of starter pack to include: • Councillor Personal Detail Form; • Pension Form; • IT offer; • Induction programme; • On-line resources.	Letter to be agreed with - PO/DF/GN Starter pack – GN/ Members Services Count Managers to distribute
Monday 8th May 2017 10.00am & 4.00pm.	**Welcome and Introduction to the Council, its role and introduction to role of Councillor; decision making.** **9.45am: Welcome desk open to register for session** **10.00am - Refreshments and meet other new & returning Councillors; and key Officers.** **10.15am – Welcome by**	**Committee Room 1** **'Crush' Hall Level 1** **Committee Room 1** **Committee**	**Morning session REPEATED at 4.00pm**	**All new and returning Members (E)**	Chief Executive (in diary) /Director of Governance & Legal Services/ Member & Committee Services/ICT/Facilities Management/Comms	Welcome from Chief Executive • Signing of Acceptance of Office with MO (DF) • Members Register of Interests (DF/DM/KA). • Personal Information & Members Remuneration Information – issuing of employee number (GN)	DF/GN & Team /Comms/ FM/IT

Chief Executive **10.30am - Individual signing of Acceptance of Office with DGLS.** **10.30am – 12.00noon – Member Services staff to ensure that Members move through each activity.**	**Room 1** **Committee Room 2** **Council Chamber Photos**	• Data Controller Registration (MS) • Official Photograph (MS/ Comms) • ID Badge (MS) • Car Parking Pass (MS) • IT Offer / appointment system for issuing of kit (PB/HD/GB); • Role as Ward Councillor & arranging of Ward Surgeries (MS) General Induction pack to include: • Role Descriptions • Members Handbook information sheet • Senior Management Structure & key contact list; • Members Code of Conduct doc • Social Media doc • Personal Safety doc • IT Acceptable usage policy.	

	10.30am – 12.00noon Directorate Market place	Committee Room 1 & 2		New Members (E) Returning Members (Desirable)	All Directors to provide stalls an literature; and staff available to discuss answer questions on key issues for the Directorate	Opportunity to learn about Council services and meet Lead Officers. Market Stalls with Directorate information on services and key contacts Members Services stall on Members Enquiries / Request for Services Information Guide. Scrutiny Services stall on what is scrutiny Member on-line training demonstration and available courses	All Directors / Members Services
Wednesday 10 May 2017	**Open Session at the C2C & ARC Sessions at 10.00am 11.30am 2.30pm 4.30pm**	**Willcox House**		**New Members (E)**	Isabelle / Customer Services team	Opportunity to see first-hand the work of C2C and the ARC centre	Isabelle/ C2C Kate Rees
Thursday 11 May 2017	**Key Services Bus Tour**	**N/A**	3 hour planned trip	**All Members**	Coach trip • Central Square • Barrage • Hub • Waste Re-Cycling Centre	Handouts to include programme and information on venues services to be visited.	Neil Hanratty/ Ken Poole/Sarah McGill / Andrew Gregory

When	What	Location	Time allocated	Audience	Delivery Method	Training materials available/needed?	Who organises/ delivers?
Monday 15 May 5.00pm *Tuesday 16 May 2.00pm & 5.00pm* *Mop up session TBA*	**Introduction to Code of Conduct and Ethics; Member Officer Protocol; Information Governance & Data Protection**	**Committee Room 4**	**90 minute session**	**All Members(E)**	Briefing/ Workshop/ Ombudsman video. Follow up with E-learning	• Code of Conduct • Governance structure & Decision-Making; • The requirements of data protection legislation; • Handling information safely and compliance with data protection and FOI legal obligations. • Where to go for advice.	DF/ KA/GN
TBA	**All Member Champions League**	**Committee Room 4**	**60 minutes**	**All Members**	Strategic and operational briefing on event planning	• Handouts	NH/KRi/Emergency Management
Monday 22 May 2017 2.00pm & 5.00pm	**Council Meeting process & procedures The Cardiff Undertaking**	**Council Chamber City Hall / County Hall**	**90 minutes**	**All Members New Members (E)**	Briefing in Council Chamber	• Cardiff Undertaking copies for signature and adoption at Annual meeting. • Confirm seating arrangements	DF/GN
Wednesday 24 May 2017 10.00am 2.00pm 5.00pm	**Councillors responsibility as a Corporate Parent (prior to Councillors signing up to the Cardiff Undertaking)**	**Committee Room 4**	**90 minutes**	**All Members(E)**	Workshop Workbook and e-learning module		Tony Young/ Irfan Alam. Debbie Martin-Jones Gill James
Thursday 25	**Annual Council**						

May 2017 4.30pm	Installation of Lord Mayor						
Week 4 Whitsun Half Term							
June Week 1	**Introduction to Finance including budgeting and treasury management Commercialisation**	**Committee Room 4**	**90 minutes**	**All Members(E)**	Briefing Materials used from Cardiff Manager programme module e-Learning Module available	• Where Council gets its funding & how it is spent; • Budget setting Medium Term Financial Plan; • Understanding Capital Budget; • Where to go for advice.	CS/IA/GW/CP
June Week 1	**Education Matters**			**New Members**	Briefing	• School Admissions • Other Key Education Issues	NB/JT
June Week 1	**Chairing Skills**	**Committee Room 4**	**90 minutes**	**All Committee & Scrutiny Chairs; & Open to all Members**	Workshop		External support
June Week 2	**Equalities & Diversity**	Committee Room 4	**2 hour**	**All Members(E)**	Workshop E- learning available	• Understanding of Council Policies; • Recognition of diversity of communities • Where to go for more advice	PK / Equalities team / Rob G?
June	**Role of a Ward Member/**	**Committee**	**90**	**New**	Practical	• Personal Safety	IB/JG/MS

Week 2	**Security for Members**	**Room 4**	**minutes**	**Members**	Workshop / presentation	Guidance and LGA information. How to organise your surgery.	
June Week 2	**Economic Development and Regeneration**	**TBC Cardiff Model**	**90 minutes**	**All Members**	Seminar session	• Central Station • Bus Interchange • Indoor Arena • City Deal	NH/ JC/KP
June Week 3	**Information Governance & Data Protection**	**Committee Room 4**	2 hour	**All Members(E)**	Workshop E- learning available	In depth Workshop ' How to say out of Trouble' • Statutory requirements; • Pitfall; • IT policies / protection of data; • FOI's.	VP/DP
June Week 3	**Transforming Transport**		**90 minutes**	**All Members**	Seminar/Briefing	• Overview of transport strategy • Specific projects	NH/PC/Matt Price/ Gail B-Scott
June Week 3 Date and time to be confirmed	**Planning Training (General Coach Trip) (Planning Specific Trip)**		1.5 each trip	**All Members**	Coach Trip	• Brownfield regeneration (Bay/Centre) • Conservation Angle	James Clemence/Simon Gilbert/Darren Connelly Kate Rees
June Week 4	**What you need to know about housing services in Cardiff**		**1.5 hours**	**All Members**	Workshop	•	Sarah Magill/ Jane Thomas
June Week 4	**Neighbourhood Management Familiarisation of areas &**	**Locality based**	2 hours	**All Members**	Briefing	• Local information on Neighbourhood Services	Sarah Magill Louise Bassett/ Jane Thomas/ Beverley King

	services locality events **'Solving Local Problems in Partnership" to cover neighbourhood partnerships and hubs**					• Demographic data	
June 2 Week 4	**Communications & Social Media**	**Committee Room 4**	**90 minutes**	**New Members**	Practical Worksop	Members Social Media Guidance	Tim Gordon, Head of Communications
July Week 1	**City Environment**		90 minutes	**New Members**	Seminar		NH/ Matt Wakelam, Jon Maidment
July Week 1	**Decisions for Future Generations (Wellbeing of Future Generations Act)**		60- 75 minutes	**All Members (E)**	Workshop & E learning		Christine Boston, Corporate Policy Manager
July Week 2	**Social Services and Well-being (Wales) Act** **Introduction to Social services Role of Social Worker**		2 hours	**All Members (E)**	Workshop & E learning		Tony Young Directors of Social Services Irfan Alam/ Amanda Phillips
July Week 2	**Help for Older People - Independent Living Services**		1.5 hours		Workshop		Sarah McGill/ Jane Thomas/ Amanda Phillips
July Week 3	**UNICEF rights of the child initiative Safeguarding Child Sexual Exploitation**		1.5 hours		Introductory session		Tony Young/ Irfan Alam / Debbie Martin-Jones / Lee Patterson/ Nick Batchelor / Angela Bourge
July Week 3	**Procurement and Contracts Management**		60 minutes	**All Members**	Briefing		Steve Robinson

August	**Skills for Effective Scrutiny**		2 hours	**Scrutiny Members**			External
August	**Scrutiny Work Programming**			**Scrutiny Members**			Scrutiny
September Week 1	**Community Leadership and Casework**			**New Members**	Workshop & e learning module		Dem Services/ Lead Member
September Week 12	**Introduction to Performance & Performance Monitoring**		90 minutes	**All Members**	Workshop		Joe Reay
September Week 2	**Public Speaking / Rules on Debating**	**Council Chamber**	60 minutes	**New Members**	Workshop		Cardiff Speakers Club
September Week 3	**Tackling Poverty and Welfare Reform**			90 minutes	Briefing		Sarah Magill/ Jane Thomas / Angel Bourge/ April Hooper
September Week 4	**Full Council - Pre Council Briefing tbc**						
October Week 1	**Child Rights Partners**	Unicef to support training	Split 4 hour session	**New Members**		Trainers to agree filming the training for possible placement on intranet site.	Naomi Danquar, National Director Lee Patterson, Senior Youth Officer, Participation
October Week 2	**Education Consortia their work**		2 hours	All members	Briefing E learning materials on AWA.	E learning materials on Consortia available on AWA.	Consortia staff
October Week 3	**Effective Questioning**		90 minutes	Committee Members	Workshop		External and Scrutiny Team
October Week 4	**Full Council - Pre Council Briefing tbc**						

COMMITTEE SPECIFIC							
7 June 2017 Prior to first meeting 14 June 2017	**Planning Committee training**	Committee Room 4	2 hours	**Planning Committee(E)**	Training Session	Welsh Government Development Management Manual and the WLGA Planning Member Handbook & protocols.	James Clemence Simon and Darren Planning Officers Kate Rees
7 June 2017 Prior to first meeting 14 June 2017	**Planning for non-planning members Local Development Plan Protocols**	Committee Room 4	90 minutes	**All Members**	Briefing		James Clemence Simon and Darren Planning Officers Kate Rees Chair of Planning Committee
Month 3 TBA	**Coach Trip**	N/A		**Planning Members**	Trip focused on more key planning topics/sites	Fact sheets	James Clemence Kate Rees
TBC Prior to first meetings	**Licensing**	City Hall	2 hours	**Licensing Committee(E)**	Introductory Training Session		Dave Holland, Head of Shared Regulatory Services.
TBC Prior to first meeting	**Licensing for Non-committee Members and policies and protocols.**	Committee Room 4	90 minutes	**Licensing Committee(E)**	Briefing		Dave Holland, Head of Shared Regulatory Services.
TBC	**Corporate Parenting**	Committee	2 hours	**CPAC**	Introductory		Asst Dir Children

Overlapping table (PRE COUNCIL BRIEFING SESSION AUTUMN 2017):

PRE COUNCIL BRIEFING SESSION AUTUMN 2017							
September	**City Deal**				Briefing		CEx/Jon Day
October	**Public Services Board**				Briefing		Christine Boston
November	**Economic Development**				Briefing		Neil H

Prior to first meeting	**Advisory Committee – Members training**	Room 4		**Members (E)**	Training Session		Services/ OM's
TBC Prior to first meeting 20 June 2017	**Audit Committee**		2 hours	**Audit Committee(E)**	Introductory Training Session		Ian Allwood, Head of Finance Viv Pearson, OM Governance & Risk
TBC Prior to first meeting	**Standards & Ethics Committee**		90 minutes	**Standards & Ethics Committee New Members (E)**	Introductory Training Session		Director of Governance & Legal Services/Kumi Ariyadasa
TBC Prior to first meeting	**Pensions Committee**	**Room 343**	90 minutes	**Pension Committee Members**	Introductory Training Session		Director Corporate Resources & Pension Manager
Before Annual Council 25 May 2017	**Introduction to role of Lord Mayor & Chair of Council**	**Room 268**	**2 hours**	**Lord Mayor Elect**	Briefing	• Role Of Lord Mayor • Chairing meetings • Constitution & Council Procedure Rules; • Rules of Debate	DF/KR/Protocol/GN
TBC	**Introduction to Cabinet**	**Room 515**	**½ day session**	**Cabinet Member**	Briefings	• Overview of Cabinet and Decision Making; • Directorate specific policy/information	CEx/ DF/ DO/CD & Directors
June Week 1	**Cabinet Member Portfolio briefings**	**Cabinet Members Offices**		**Cabinet Members**	Information pack to be provided.	•	Directors/ Claire Deguara

REGIONAL EVENTS FOR NEW MEMBERS						
6th October - Caerphilly County Borough Council 13th October - Carmarthen Halliwell Centre 3rd. November - Conwy Business Centre 10th November - Swansea Marriott Hotel		All day	**New Members**		These sessions will include a message from the Cabinet Secretary and the Future Generations Commissioner, as well as guidance on how to be a successful Councillor, current challenges and how to use social media.	WLGA facilitated
DROP IN SESSIONS FOR ALL MEMBERS						
First 6 months available: - Mondays at 4.00pm Friday at 11.30am	**Member Enquiry system & Request for Service;** **Managing Committee Papers;** **Managing Outlook calendar;** **Self Service Forms**		**30/45 minutes bookable in advance**	**All Members as required**	Drop in Sessions run by Member Services		Members Services team

Note :(E) = Essential Training for all Councillors

E-learning for members available on the

Available currently (September 2016)	Available for the new intake (to be converted from WLGA materials by local authority training officers)
Chairing Meetings	Introduction to Scrutiny
Decisions for Future Generations	Ethics and Standards
Public Speaking	Planning for non-planning committee members
Personal Resilience	Planning for planning committee members
Effective Writing	Corporate Parenting
Stress Awareness	Safeguarding Adults
Using E learning in your development	Child Sexual Exploitation
Managing yourself and your time	Social Media
Emotional intelligence	Community Leadership and Casework
Violence against Women, domestic abuse and sexual violence	
Modules on Staff section now that will also be of use to members:	
Equalities (Governors module)	Social Services and Well Being Act
Freedom of Information	Managing information

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

DEMOCRATIC SERVICES COMMITTEE: 8 MARCH 2017

REPORT OF THE INTERIM HEAD OF DEMOCRATIC SERVICES

WHITE PAPER – REFORMING LOCAL GOVERNMENT: RESILIENT AND RENEWED

Reason for this Report

1.   To enable the Committee to consider provisions of the Welsh Government White Paper consultation document on Reforming Local Government: Resilient and Renewed https://consultations.gov.wales/sites/default/files/consultation_doc_files/170130-white-paper-en.pdf published on 31 January 2017, in so far as they concern matters within the remit of this Committee.

2.   To advise the Committee that the Cabinet at its meeting on 16 March 2017 will consider the Council's corporate response to the questions contained in the White Paper, and that this Committee has an opportunity to inform Cabinet of any comments it wishes to be included.

Background

2.   The White Paper 'Reforming Local Government: Resilient and Renewed' is the Welsh Government's statement of intent about the future of Local Government in Wales which follows detailed discussion between the Assembly Minister and Local Authorities and partners since the Welsh Assembly Election of May 2016, and feedback received on the second Local Government (Wales) Bill.

3.   The proposals in this White Paper set out arrangements for regional working; describe a strengthened role for councils and reaffirm the provisions from the second Local Government (Wales) Bill in relation to the role of councillors; provide a framework for any future voluntary mergers; and sets out the role of community councils.

Issues

4.   Section 5.2 of the White Paper refers to Leading Localities and provisions for the role of Councillors and set out below are the provisions that fall within the remit of this Committee.

　　5.25   *We propose to retain the provisions from the Draft Bill which would require Local Authorities to produce strategies explaining how the public can understand how decisions are made and how they can participate in the process. In addition, we intend to make*

> *broadcasting of Council meetings – already widely practised – a statutory requirement and Councils will be required also to allow Members to attend Council meetings remotely if they have domestic, business or travel difficulties preventing them getting to the main meeting place.*

> 5.26   *New duties for Leaders of political groups to ensure high standards of conduct amongst their members will add to a package designed to make life as a Councillor more attractive and to encourage a more diverse range of people to consider involvement in the future.*

> 5.27   *Councillors are the voice of their communities. The previous White Paper and Draft Bill sought views designed to provide clarity as to what local people can expect from Local Authority Councillors. This included holding regular surgeries, responding to correspondence in set timescales, publishing reports on their activities. In the light of the Jo Cox tragedy and other representations, we intend to modify the need to hold surgeries with a provision which requires that Councillors must provide opportunities for their constituents to be in contact with them, there will be a menu of choices that Councillors will be able to choose from to best suit their local communities.*

> 5.28   *The Draft Bill included some proposals which we now consider to be too rigid. Leaders were to be required to hold annual public meetings. All Councillors were to be required to produce annual reports. Instead we intend to bring forward proposals that offer Leaders and Councillors a menu of how they might improve, where necessary, their interaction with the public. The important point will be that they engage consistently – and make themselves available to the public – and provide regular information as to how they have done this.*

5.   The White Paper Consultation Question 22 in relation to the provisions set out above is as follows:

The Welsh Government believes there should be minimum expectations on Councillors for interacting with their local constituents.

Do you agree or disagree? If so, what should these minimum expectations be?

6.   The Committee after considering these provisions may wish to provide feedback to the Cabinet for inclusion in the final response on the White paper to be considered at the Cabinet on 16 March 2017.

7.   The deadline for responses to the White Paper consultation is 11 April 2017, and Political Groups and individual Members are able to respond direct to the consultation if they wish.

Legal Implications

8.   The relevant legal provisions are set out in the White paper. There are no other direct legal implications arising from the content of this report.

Financial Implications

9.   There are no direct financial implications arising from this report.

Recommendations

The Committee is recommended to:

1) Note the provisions of Part 5 of the White Paper Reforming Local Government: Resilient and Renewed that fall within the remit of this Committee and provide any comments as appropriate;

2) delegate authority to the Monitoring Officer, in consultation with the Chair to prepare a response to the consultation on behalf of the Committee to be to be submitted to Cabinet on 16 March 2017.

GEOFF SHIMELL
Acting Head of Democratic Services
28 February 2017

Background papers
White Paper - Reforming Local Government: Resilient and Renewed
Link:
https://consultations.gov.wales/sites/default/files/consultation_doc_files/170130-white-paper-en.pdf

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