

What is the Charter?

Elected members today face increasing challenges. Under the modernisation agenda, there are heightened expectations on them to undertake a diversity of roles ranging from that of community leader to their special responsibilities within the Council. Throughout Wales, authorities are striving to provide the best possible support for their members to enable them to meet these challenges. This takes the form of skill and knowledge development, support facilities, and support services.

The Welsh Local Government Association 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. Its wide adoption has raised the overall amount and standard of support given to members in Wales.

What is the Current position?

The Charter and Advanced Charter have been awarded to the following authorities.

2007

Caerphilly County Borough Council Rhondda Cynon Taf County Borough Council The Vale of Glamorgan Council

2008

Flintshire County Council Mid and West Wales Fire Authority Wrexham County Borough Council

2009

Brecon Beacons National Park Authority Conwy County Borough Council Denbighshire County Council North Wales Fire and Rescue Authority Gwynedd County Council Snowdonia National Park Authority

2010

Bridgend County Borough Council Merthyr Tydfil County Borough Council Pembrokeshire Coast National Park Authority Rhondda Cynon Taf County Borough Council - Advanced Level South Wales Fire and Rescue Service

2011

Blaenau Gwent County Borough Council Brecon Beacons National Park Authority - Advanced Level Caerphilly County Borough Council (Renewed) Flintshire County Council (Renewed) Powys County Council Torfaen County Borough Council

The Local Government (Wales) Measure 2011 has introduced legislative requirements for corporate governance and member support and development. Therefore in 2012 the Charter criteria have been developed to enhance and enable these legal requirements. For example, the Measure requires Personal Development Reviews to be provided to members on request. The Charter requires members to be provided with role descriptions which support the Personal Development Reviews. Members and support officers have worked with the WLGA to make changes. These new criteria are the result of this work.

The New Assessment Process

Authorities will continue to apply for the Charter followed by the Advanced Charter. These awards will need to be renewed every three years.

Assessment for the **Charter** will be a self assessment undertaken by the Authority and submitted to the WLGA who will review the submission and make the award. The Charter is designed to establish that an essential range of support and development arrangements are **in place**. To make a submission, authorities should complete the self assessment proforma at appendix 1 in this document and send this to the WLGA either electronically or hard copy, together with the supporting evidence.

Assessment for the **Advanced Charter** will be a peer assessment including a site visit undertaken by officers, and member peers from Wales and England. The Advanced Charter is designed to recognise that the arrangements required for the Charter are **working effectively**. To make a submission, authorities should contact the WLGA to agree timescales and complete the submission pro-forma at appendix 2 in this document and send this to the WLGA either electronically or hard copy, together with the supporting evidence. The WLGA will arrange a peer assessment visit following the submission where officers and members of the authority will have an opportunity to discuss approaches and experiences with the review team.

Reassessments at both Charter and Advanced Charter level will be assessed through written submission.

The Good Practice and Innovation Award for Member Support and Development

This new award seeks to recognise and share excellent or innovative practice in member support and development to improve practice in Wales.

Criteria for the Award

The award will recognise excellent or innovative practice in an **aspect of** member support or development which has **demonstrably improved** the outcomes for members or the authority.

This practice should be **over and above** that required for the advanced level of the Charter or outside the scope of that award. In some cases, practice will be identified through applications for Charter status, in others, through separate application.

Applications for the Good Practice and Innovation Award

Should include:

- **1. A short written description** of the activity, including:
- What is being done
- How it is being done including how members have been engaged in the process
- Why it was introduced links to personal or organisational development or the needs expressed by members for support.
- **2.** A description of the impact on or outcomes for members as a result of the activity. This should include quantifiable results and qualitative evidence from the authority and members.
- 3. Evidence for (2) above

Assessment

Assessment of the Good Practice and Innovation Award will be based on a review of the written submission to a WLGA peer panel.

Practice exchange

On receipt of the award, the LA will be invited to make a presentation to the MSD/champions network. The submission will also be included on the WLGA website and publicised on the *Good Practice Wales* website

Authorities are invited to make submissions from January 2013 at the appropriate level. Self assessment frameworks are appended to this document.

Please inform the WLGA of your intention to apply as soon as possible by contacting:

Sarah Titcombe
Organisational and Personal Development Advisor, WLGA
sarah.titcombe@wlga.gov.uk
029 20 468638

The Member Support & Development Charter Standard and Advanced Level Criteria 2012

| A. Member Roles and Responsibilities | Charter Requirement | Charter Expansion and Clarification | Advanced Charter Requirements | Advanced Charter Expansion and Clarification |
|--|---|---|---|---|
| 1. Members are supported with role descriptions. | Role descriptions are adopted for the: Leader Deputy Leader Cabinet Members Scrutiny members Scrutiny Co-optees Chairs of statutory committees Chairs of area committees Chair of the Audit Committee Members of Audit Committee Member of Democratic Services Member of Democratic Services Ward Member, including community leadership and case work Chair of Standards committee Member of Standards committee Member of Standards Committee Leader of the Opposition Member Champion | Role descriptions exist and have been formally adopted for all the roles listed. There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them. What can be defined as a role description? See the WLGA model role descriptions for Welsh Authorities and the WLGA document The Role of Councillors in Collaboration and The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011 Outside Bodies Where members are responsible for formally representing the authority or making decisions that could impact on the | Role descriptions are available for all members covering all aspects of their role. Members are undertaking the responsibilities described in the role descriptions. Role descriptions inform the PDR process | Every member has a role description which matches what they do. Including guidance for members of a working or task and finish group – not a role description as such but some information to help members understand what is expected of them. All members need to be undertaking their roles in accordance with their role descriptions evidenced by having individually developed and/or agreed their RD. |

| 2. Members are supported in undertaking their duties according to high standards of conduct. | All members are provided with training and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge. | authority or have legal obligations as - for example trustees of an organisation, they should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies. What can be interpreted as training and development? Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions. | Training is updated and delivered regularly. Potential breaches are addressed internally, as set out in the Ombudsman's report concerning local resolution. There are few justifiable referrals to the Ombudsman because members do not understand the code. | |
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| 3. Members are supported in understanding their roles and responsibilities as set out in the Constitution. | All members have received training on and understand the contents of the constitution, including: • the roles, responsibilities and limits to the roles of committees • the role of individual members and officers • Member/officer protocols | Training has been made available to all members and take up of this has been high. The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants. Role descriptions may be in the constitution or as a separate | The Constitution and related documents listed at level one change in line with requirements. | Changes include governance arrangements due to the introduction of structures to support collaborative services. |

| | meeting practicestanding ordersrules of debate | document but should be formally adopted and valued. | | |
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| B. Member Development | | | | |
| B1. A member learning and development strategy has been adopted. | A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes: • a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members. • a commitment to and methodology for developing members according to the needs of the organisation. • a commitment to and methodology for creating personal development plans for all members. | | All aspects of the strategy are in place and functioning effectively, with an effective methodology for monitoring and reviewing the strategy over time. | |

| B2. Arrangements | a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs. Personal support and | What is a PDR? | The majority of members | The outcomes effectively |
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| are in place for all members to be offered a PDR. | development reviews which are: • based on role descriptions • contribute to personal development plans • are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance • are made available for all members and must be undertaken by members in a receipt of a senior/civic salary. Note, although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members. | An opportunity for a member to discuss with any senior member or other suitably qualified person their own requirements for training and development. This should include some examination of current duties as set out in the role descriptions listed above and may include some self or supported reflection on current performance as a starting point. The outcomes of the discussion should feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every members needs. The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area. | undertake PDRs regularly and at least annually according to the requirements set out in the first level. The PDR provides opportunities for members to identify the level at which development is required. | and regularly inform the member development strategy and programme. Members report that the process is useful and that their needs are, where possible, being met in terms of content and level. |

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| B3. A development programme for councillors is in place with a mechanism for its annual review. All councillors are made aware of, guided to and are able to access the development activities equally. | An annual development programme informed by the member development strategy is in place • The annual development programme is planned and publicised in advance. • Members are made aware of development opportunities provided in response to their needs. The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities. | Anyone conducting reviews should have received training in their purpose and methodology. There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and directors/service heads. The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas. The programme is provided to members giving sufficient notice for attendance. Members are notified of specific events in which they have expressed an interest. | The development programme is updated every year following monitoring and evaluation of the previous year and is demonstrably in line with member needs and the MD strategy. The content of the programme is made available to suit the needs of members with different skills and experience. i.e there is some levelling to development activities. | |

| B4. Prospective candidates, candidates and new members are informed of their role and responsibilities. | The Council uses the national guidance and support materials available for candidates and prospective candidates. All new or returning members are provided with a programme of induction. | The programme is designed to offer choice or variety of opportunities to attend. What is the national Guidance? This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available. What constitutes an induction programme? This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and outside the council and the work of the authority generally. | Use is/planned or made of the national questionnaire to inform the development of candidates information for the next elections The candidates profile is measured in the national questionnaire and steps are taken or planned to inform groups or individuals who are not standing in the next elections. Local information is provided to candidates in addition to that available nationally. Every member moving to a new role has | Notable practice might include road shows, media/social media campaigns. Website/printed promotional material. |
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| | | outside the council and the work of the authority generally. | to a new role has received an induction for | |
| | | Use is made of the national induction materials provided by the WLGA. | that role. | |
| B5. Development activities are relevant and of high quality. | Learning activities are provided in appropriate styles and settings based on the learning needs and styles of | What are appropriate styles and settings? A mix of for example formal/informal group/individual, | Training and development is provided to a consistently high standard, commissioning | |

| | individuals and committees. The authority has a systematic and effective approach to commissioning, developing, providing and evaluating its training and development activities. This could include internal, external and collaborative arrangements. | interactive/passive working environment/away day The authority would need to demonstrate an effective selection process for commissioning training. This might include working with the WLGA and should include working collaboratively where appropriate with other authorities to share intelligence or undertake joint procurement. Internal training, (rather than briefing) should be designed and provided with the support of training/OD professionals in addition to member support or policy/service officers. | and evaluation is effective and systematic. The authority works regularly with other authorities to pool experiences and consider the sharing or coordination of joint programmes. | |
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| B6. There is a clear responsibility for leading the programme, driving the strategy and monitoring the out comes. | The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for member support and development. Individual members and officers have clear roles in leading and championing this area. The needs of all political groups and independent members are taken into account regardless of political affiliation. | This role should be undertaken by the Democratic Services Committee and its chair or other appropriate fora such as a member support and development working group. Individual member(s) and officer(s) have clear overall responsibility for developing, implementing and monitoring the strategy and progress of the programme. | These arrangements are mature and effective in representing the views of all members and the needs of the organisation in sponsoring and developing the strategy and monitoring the training programme and outcomes. Attendance, satisfaction and outcomes for members are monitored and low levels of attendance addressed. | |
| B7. Resources are identified and | Dedicated resources are identified and provided for | How dedicated is dedicated? Resources are specifically put | Resources, whether people or money, are | |

| provided for member development. | member development activities. The authority provides the "reasonable level" of development required by the Measure. | aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities. | allocated according to the priorities in the strategy arising from organisational needs or those expressed by members in their PDRs and TNAs. Consideration has been given to sharing resources between authorities and (where a clear benefit exists) collaborative arrangements have been made. | |
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| B8. Members are offered the opportunity to be mentored by member peers. | The authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills. | The authority is speaking to members about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer "buddies" The authority should be exploring the need to provide Leadership mentoring for the Leader and Cabinet if requested. | The authority has a mentoring strategy to support the needs of members who have requested mentors. | |
| C. Member Support | | | | |
| C1. Officer support is provided for member development, support and scrutiny. | Every member committee, panel, forum etc. has officer support provided. Members are also supported in their case work. Overview and scrutiny | Officer support should be provided for every council meeting and committee. Systems should be in place to support members in non Party Political case and community | Members are satisfied with the level of support provided. | |

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| | committees have dedicated | work whether from member | | |
| | support from officers who can | support or other service areas. | | |
| | provide impartial research, | Support for collaborative | | |
| | support and advice. | governance arrangements such | | |
| | | as joint committees and | | |
| | The nature of the support has | commissioning boards should | | |
| | been clearly articulated to | also be evidenced. | | |
| | members | | | |
| | | There needs to be a resource | | |
| | | (dedicated or otherwise) in the | | |
| | | authority who can provide | | |
| | | members with advice in relation | | |
| | | to the discharge of the | | |
| | | authority's scrutiny function, and | | |
| | | support for scrutiny members or | | |
| | | committees by impartially | | |
| | | researching information. This | | |
| | | should be in direct response to | | |
| | | the needs of members when | | |
| | | they are undertaking their | | |
| | | legitimate scrutiny role. | | |
| C2. Arrangements | A review of the arrangements | Authorities should have | The authority can | |
| made for the | for council business has taken | undertaken a review in line with | demonstrate that it | |
| business of the | place and as a result, meeting | Measure guidance i.e at least | knows the requirements | |
| Council are flexible | times, arrangements and | once every term, preferably | of its current members | |
| and enable members | venues reflect the needs of | shortly after the new council is | and has met them. | |
| to participate fully | members as closely as | elected which at least measures | and has mee them. | |
| regardless of | possible. | whether daytime or evenings | i.e meetings are | |
| personal | possisiei | are preferred and if particular | arranged to suit the | |
| circumstances | Members have been involved | times cause problems for | convenience of the | |
| | in developing the approaches | individual members. Individual | majority of members | |
| | to remote attendance as set | committees should be able to | expected to attend the | |
| | out in the standing orders | define what is convenient for | meeting. Special | |
| | as/when required by the | members of that committee. | arrangements are made | |
| | Measure. | What should be demonstrated is | for those members who | |
| | i icasarc. | an awareness of the restrictions | have special access | |
| | | an awareness of the restrictions | Have special access | |

| | | placed on members by holding council meetings at certain times and some evidence of flexibility in meeting arrangements as a result. | requirements. Arrangements for remote attendance should be in place. Note The criteria for remote attendance should only be applied when the Measure has been enacted. | |
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| C3. Contact management and communication | Systems are in place to enable members to liaise with council officers regarding services provided both within and outside the authority. Community groups and individuals are also assisted in contacting local members. Members are able to contact stakeholders. | These systems should include agreed standards for response times, complaints procedures and processes to support community and casework. Members should be provided with information regarding which officers to contact regarding complaints and casework relating to any service delivered by or on behalf of the council. | The systems required for level one are working effectively. Members can effectively access officers regarding service delivery and individuals and communities can access members. | |
| C4. Annual reports | The authority makes arrangements for all members to be able to publish annual reports, according to the guidance in the measure. | Members are provided with support and guidance on using the authority's systems. | Members in receipt of a Senior/Civic Salary publish annual reports. | |
| C5. Personal support for members | Members are provided with access to guidance on their rights and benefits as members. | Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of | Members report that this information and advice is adequate. | |

| | | information. | | |
|---|---|---|---|---------------------------------|
| D. Member Facilities | | | | |
| D1. All members are provided with adequate access to ICT. | Members are provided with the equipment, or connectivity required to undertake their role. | Members are provided with equipment for their individual use to undertake council business. | Members are routinely using the provisions required for level one and report that this is sufficient. | |
| | Basic training is provided in its use and help desk facilities are available. Members are supported in remote working through the use of remote access codes and Skype etc. Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented through the Measure). Members are able to communicate with the council and the public electronically. | They are shown how to use the equipment and packages. They are able to have assistance if they are experiencing problems with using the equipment or it is faulty. Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role. All council agendas and meeting papers are provided electronically. | | |
| D2. Information | A central collection of | An up to date and regularly | Members routinely use | Good practice might include |
| resources are | information dedicated to | revised collection of information | the provisions required | an interactive portal dedicated |
| provided | member needs is provided as | resources is available specifically | for level one and report | to members. |

| | part of the information and research support available to members. | for members. This contains agendas, minutes, training opportunities, links to web resources and access to performance data. Members are informed about the information that is available. | that this is sufficient. | |
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| D3. Facilities for members to work in the Council are available. | Member needs have been reviewed and where required the following are provided: Shared areas for example for each political group. Private rooms for meetings. Offices for senior office holders. | The needs of members must have been assessed. Rooms must be available but not necessarily permanently dedicated. | Members report that facilities are sufficient and that their needs are regularly reviewed. | |

A Self Assessment Pro-forma for the Standard Level Charter

| A. Member Roles and Responsibilities | Charter Requirement | Charter Expansion and Clarification | Description of authority approach and actions | References to supporting evidence enclosed |
|--|---|--|---|---|
| 1. Members are supported with role descriptions. | Role descriptions are adopted for the: Leader Deputy Leader Cabinet Members Scrutiny members Scrutiny Co-optees Chairs of statutory committees Chairs of area committees Chair of the Audit Committee Members of Audit Committee Member of Democratic Services Member of Democratic Services Ward Member, including community leadership and case work Chair of Standards committee Member of Standards committee Member of Standards Committee Leader of the Opposition Member Champion | What does adopted mean? Role descriptions exist and have been formally adopted for all the roles listed. There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them. What can be defined as a role description? See • the WLGA model role descriptions for Welsh Authorities and • the WLGA document The Role of Members in Collaboration and • The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011 Outside Bodies Where members are | Role descriptions have been adopted for all the listed roles. These were adopted by full council on 27.07.12 having been developed by the MDWG from the WLGA framework. Every member agreed and signed their role descriptions in September 2012. | Example Evidence References: Full set of signed role descriptions evidence ref a.1.1 council minutes 27.07.12 evidence ref a.1.2 MDWG minutes 15.06.12 and 01.07.12 evidence ref a.1.3 Terms of reference for outside bodies with emails to members evidence ref a.1.4 E mail to members 27.09.12 evidence ref a.1.5 |

| | Guidance is provided to members on their role on | responsible for formally representing the authority or making decisions that could | |
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| | outside bodies. | impact on the authority or have legal obligations as - for example trustees of an | |
| | | organisation, they should be | |
| | | provided with a role description. In all instances | |
| | | members should be provided | |
| | | with guidance on their role on | |
| | | the outside body. Officers should secure (where | |
| | | available) terms of reference | |
| | | from outside bodies. | |
| 2. Members are supported | All members are provided with | What can be interpreted as | |
| in undertaking their duties according to high | training and development in the detail of the local code of | training and development? Any activities which help | |
| standards of conduct. | conduct, taking into account | members understand what the | |
| Standards of Conducti | any changes in the model or | code is and how they need to | |
| | local codes as they emerge. | work within it. This could | |
| | | include written guidance, | |
| | | induction sessions, workshops, | |
| 3. Members are supported | All members have received | Q&A sessions. Training has been made | |
| in understanding their | training on and understand | available to all members and | |
| roles and responsibilities | the contents of the | take up of this has been high. | |
| as set out in the | constitution, including: | · | |
| Constitution. | | The constitution sets out the | |
| | • the roles, | roles and responsibilities of | |
| | responsibilities and limits to the roles of | every committee and broadly the role of the key players at | |
| | committees | each committee, for example | |
| | the role of individual | chairs, support officers and | |
| | members and officers | regular/key participants. | |
| | Member/officer | Role descriptions may be in | |

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| | protocols | the constitution or as a | |
| | meeting practice | separate document but should | |
| | standing orders | be formally adopted and | |
| | rules of debate | valued. | |
| B. Member Development | | | |
| B1. A member learning | A local member development | | |
| and development strategy | strategy is in place. The | | |
| has been adopted. | strategy sets out the approach | | |
| • | that the authority and the | | |
| | Democratic Services | | |
| | Committee takes to member | | |
| | development. It includes: | | |
| | a commitment to and | | |
| | methodology for | | |
| | undertaking | | |
| | development needs | | |
| | analyses through a | | |
| | PDR scheme or TNA | | |
| | for those members not | | |
| | requesting a PDR, | | |
| | which identifies the | | |
| | | | |
| | local and national, | | |
| | collective and | | |
| | individual | | |
| | development needs of | | |
| | all members. | | |
| | a commitment to and | | |
| | methodology for | | |
| | developing members | | |
| | according to the needs | | |
| | of the organisation. | | |
| | a commitment to and | | |
| | methodology for | | |
| | creating personal | | |
| | development <u>plans</u> for | | |

| | all members. | | |
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| | a methodology for | | |
| | responding to the | | |
| | development needs of | | |
| | members identified in | | |
| | their personal support | | |
| | and development | | |
| | reviews or TNAs. | | |
| B2. Arrangements are in | Personal support and | What is a PDR? | |
| place for <u>all</u> members to be | development reviews which | An opportunity for a member | |
| offered a PDR. | are: | to discuss with any senior | |
| | based on role | member or other suitably | |
| | descriptions | qualified person their own | |
| | contribute to personal | requirements for training and | |
| | development plans | development. | |
| | are conducted by | | |
| | senior members or | This should include some | |
| | other deemed suitably | examination of current duties | |
| | qualified as set out in | as set out in the role | |
| | the Measure guidance | descriptions listed above and | |
| | are made available for | may include some self or | |
| | all members and must | supported reflection on | |
| | be undertaken by | current performance as a | |
| | members in a receipt | starting point. The outcomes | |
| | of a senior/civic salary. | of the discussion should feed | |
| | , | into a personal development | |
| | Note , although the measure | plan held by the member with | |
| | does not require the leader to | the required development | |
| | undertake a review, the | activities and also be recorded | |
| | Charter does. The Charter | by the authority so that | |
| | requires that all members in | development activities can be | |
| | receipt of a senior salary | arranged to support every | |
| | undertake this. The Measure is | members needs. | |
| | voluntary but for all members. | | |
| | , | The WLGA document | |
| | | 'Guidance for Authorities | |

| B3. A development | An annual development | Planning to Implement Personal Development Reviews for Member' provides guidance in this area. Anyone conducting reviews should have received training in their purpose and methodology. There is an annual programme | |
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| programme for councillors | programme informed by the | of events and learning | |
| is in place with a | member development strategy | opportunities for members | |
| mechanism for its annual review. | is in place | both collectively and individually. This programme | |
| Teview. | The annual | is informed by the | |
| All councillors are made | development | organisational priorities set out | |
| aware of, guided to and | programme is planned | in the strategy and in any | |
| are able to access the | and publicised in | requirements identified in the | |
| development activities equally. | advance.Members are made | personal development plans which emerge from PDRs and | |
| equality. | aware of development | TNAs. The programme should | |
| | opportunities provided | be developed by relevant | |
| | in response to their | officers and members for | |
| | needs. | example the DSC/MDWG/ MD | |
| | The timings and settings of | Champion, DS/HR officers and directors/service heads. | |
| | activities are varied to enable | The programme includes | |
| | equal access by all, including | 'specialist' areas of | |
| | those members who are | development reflecting the | |
| | working, are carers or have | needs of members in | |
| | child care responsibilities. | developing skills and understanding in both | |
| | | corporate governance and | |
| | | thematic or service areas. | |
| | | The programme is provided to | |

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| | | members giving sufficient | |
| | | notice for attendance. | |
| | | | |
| | | Members are notified of | |
| | | specific events in which they | |
| | | have expressed an interest. | |
| | | Have expressed an interest | |
| | | The programme is designed to | |
| | | offer choice or variety of | |
| | | opportunities to attend. | |
| B4. Prospective | The Council uses the | What is the national | |
| - | | Guidance? | |
| candidates, candidates and | national guidance and | | |
| new members are | support materials | This refers to the materials | |
| informed of their role and | available for candidates | provided by the Association | |
| responsibilities. | and prospective | and others, to people in the | |
| | candidates. | community (not just those | |
| | | who have decided to stand) to | |
| | All new or returning | encourage them to stand for | |
| | members are provided | office and to those who have | |
| | with a programme of | already declared their | |
| | induction. | intention to stand. These will | |
| | | be different for each election | |
| | | and at different times in the | |
| | | political calendar. The | |
| | | Association will have an | |
| | | overview of what is available. | |
| | | | |
| | | What constitutes an | |
| | | induction programme? | |
| | | This will vary between | |
| | | authorities but should at the | |
| | | base level be any activity that | |
| | | introduces new members to | |
| | | their roles both within and | |
| | | outside the council and the | |
| | | work of the authority | |
| | | THORK OF the dutiloticy | |

| | | generally. | |
|-----------------------------------|--------------------------------|--|------|
| | | generally. | |
| | | Use is made of the national | |
| | | induction materials provided | |
| | | by the WLGA. | |
| B5. Development activities | Learning activities are | What are appropriate | |
| are relevant and of high | provided in appropriate styles | styles and settings? | |
| quality. | and settings based on the | A mix of for example | |
| | learning needs and styles of | formal/informal | |
| | individuals and committees. | group/individual, | |
| | The authority has a systematic | interactive/passive working | |
| | and effective approach to | environment/away day The | |
| | commissioning, developing, | authority would need to | |
| | providing and evaluating its | demonstrate an effective | |
| | training and development | selection process for | |
| | activities. This could include | commissioning training. This | |
| | internal, external and | might include working with the WLGA and should include | |
| | collaborative arrangements. | | |
| | | working collaboratively where appropriate with other | |
| | | authorities to share | |
| | | intelligence or undertake joint | |
| | | procurement. | |
| | | procurement. | |
| | | Internal training, (rather than | |
| | | briefing) should be designed | |
| | | and provided with the support | |
| | | of training/OD professionals in | |
| | | addition to member support or | |
| | | policy/service officers. | |
| B6. There is a clear | The Authority has clearly | This role should be undertaken | |
| responsibility for leading | defined the arrangements for | by the Democratic Services | |
| the programme, driving | developing, implementing and | Committee and its chair or | |
| the strategy and | monitoring its strategy for | other appropriate fora such as | |
| monitoring the out comes. | member support and | a member support and | |
| | development. Individual | development working group. | |

| | members and officers have clear roles in leading and championing this area. The needs of all political groups and independent members are taken into account regardless of political affiliation. | Individual member(s) and officer(s) have clear overall responsibility for developing, implementing and monitoring the strategy and progress of the programme. | |
|---|---|--|--|
| B7. Resources are identified and provided for member development. | Dedicated resources are identified and provided for member development activities. The authority provides the "reasonable level" of development required by the Measure. | How dedicated is dedicated? Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities. | |
| B8. Members are offered the opportunity to be mentored by member peers. | The authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills. | The authority is speaking to members about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer "buddies" The authority should be exploring the need to provide Leadership mentoring for the Leader and Cabinet if | |

| | | requested. | |
|--------------------------|-------------------------------------|----------------------------------|--|
| C. Member Support | | | |
| | ' | | |
| C1. Officer support is | Every member committee, | Officer support should be | |
| provided for member | panel, forum etc. has officer | provided for every council | |
| development, support and | support provided. Members | meeting and committee. | |
| scrutiny. | are also supported in their | | |
| | case work. | Systems should be in place to | |
| | | support members in non Party | |
| | Overview and scrutiny | Political case and community | |
| | committees have dedicated | work whether from member | |
| | support from officers who can | support or other service areas. | |
| | provide impartial research, | Support for collaborative | |
| | support and advice. | governance arrangements | |
| | The web we of the common the co | such as joint committees and | |
| | The nature of the support has | commissioning boards should | |
| | been clearly articulated to members | also be evidenced. | |
| | members | There needs to be a resource | |
| | | (dedicated or otherwise) in the | |
| | | authority who can provide | |
| | | members with advice in | |
| | | relation to the discharge of the | |
| | | authority's scrutiny function, | |
| | | and support for scrutiny | |
| | | members or committees by | |
| | | impartially researching | |
| | | information. This should be in | |
| | | direct response to the needs | |
| | | of members when they are | |
| | | undertaking their legitimate | |
| | | scrutiny role. | |
| C2. Arrangements made | A review of the arrangements | Authorities should have | |
| for the business of the | for council business has taken | undertaken a review in line | |
| Council are flexible and | place and as a result, meeting | with Measure guidance i.e at | |
| enable members to | times, arrangements and | least once every term, | |

| participate fully regardless of personal circumstances | venues reflect the needs of members as closely as possible. Members have been involved in developing the approaches to remote attendance as set out in the standing orders as/when required by the Measure. | preferably shortly after the new council is elected which at least measures whether daytime or evenings are preferred and if particular times cause problems for individual members. Individual committees should be able to define what is convenient for members of that committee. What should be demonstrated is an awareness of the restrictions placed on members by holding council meetings at certain times and some evidence of flexibility in meeting arrangements as a result. | |
|--|---|--|--|
| C3. Contact management and communication | Systems are in place to enable members to liaise with council officers regarding services provided both within and outside the authority. Community groups and individuals are also assisted in contacting local members. Members are able to contact stakeholders. | These systems should include agreed standards for response times, complaints procedures and processes to support community and casework. Members should be provided with information regarding which officers to contact regarding complaints and casework relating to any service delivered by or on behalf of the council. | |
| C4. Annual reports | The authority makes arrangements for all members to be able to publish annual reports, according to the guidance in the measure. | Members are provided with support and guidance on using the authority's systems. | |

| C5. Personal support for members | Members are provided with access to guidance on their rights and benefits as members. | Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information. | |
|---|--|--|--|
| D. Member Facilities | | | |
| D1. All members are provided with adequate access to ICT. | Members are provided with the equipment, or connectivity required to undertake their role. Basic training is | Members are provided with equipment for their individual use to undertake council business. They are shown how to use | |
| | provided in its use and help desk facilities are available. | the equipment and packages. They are able to have assistance if they are | |
| | Members are supported in remote working through the use of remote access codes and Skype etc. | experiencing problems with using the equipment or it is faulty. Members are advised on the use of mobile communications | |
| | Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented | and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role. All council agendas and | |

| | through the Measure). Members are able to communicate with the council and the public electronically. | meeting papers are provided electronically. | |
|--|---|---|--|
| D2. Information resources are provided | A central collection of information dedicated to member needs is provided as part of the information and research support available to members. | An up to date and regularly revised collection of information resources is available specifically for members. This contains agendas, minutes, training opportunities, links to web resources and access to performance data. Members are informed about the information that is available. | |
| D3. Facilities for members to work in the Council are available. | Member needs have been reviewed and where required the following are provided: Shared areas for example for each political group. Private rooms for meetings. Offices for senior office holders. | The needs of members must have been assessed. Rooms must be available but not necessarily permanently dedicated. | |

A Submission Pro-forma for the Advanced Level Charter

Appendix 2 – Submission Pro- forma Advanced Level

| A. Member Roles and Responsibilities | Charter Requirement | Charter Expansion and Clarification | Advanced Charter Requirements | Description of authority approach and actions | References to supporting evidence enclosed |
|--|--|---|--|---|---|
| 1. Members are supported with role descriptions. | Role descriptions are adopted for the: Leader Deputy Leader Cabinet Members Scrutiny members Scrutiny Cooptees Chairs of statutory committees Chairs of area committees Chair of the Audit Committee Members of Audit Committee Members of Democratic Services Member of Democratic Services Ward Member, | What does adopted mean? Role descriptions exist and have been formally adopted for all the roles listed. There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them. What can be defined as a role description? See the WLGA model role descriptions for Welsh Authorities and the WLGA document The Role of | Role descriptions are available for all members covering all aspects of their role. Members are undertaking the responsibilities described in the role descriptions. Role descriptions inform the PDR process. Every member has a role description which matches what they do. Including guidance for members of a working or task and finish group – not a role description as such but some information to help members understand what is expected of them. All members need to | Role descriptions for all members were developed by the D.S Committee in consultation with all members and agreed by Full Council in September 2012. Each RD outlines all aspects of that member's role. Each member has also been supplied with guidance covering their role on task and finish groups. Members agreed that the contents of their own RDs were a reflection of the work they undertake and signed them accordingly. | Example evidence references: Full set of signed role descriptions evidence ref a1.1 D.S Committee minutes 19.07.12 and 28.08 12 evidence ref a1.2 email to Members regarding task and finish terms of reference and member responsibilities evidence ref a1.3 council minutes 29.11.12 evidence ref a1.4 emails to individual members regarding rd content evidence ref a1.5 |

| 2. Members are supported in | to members on their role on outside bodies. All members are provided with training | the authority or making decisions that could impact on the authority or have legal obligations as - for example trustees of an organisation, they should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies. What can be interpreted as | Training is updated and delivered | | |
|-----------------------------|---|---|--|--|---|
| | | making decisions that could impact on the authority or have legal obligations as - for example trustees of | be undertaking their roles in accordance with their role descriptions evidenced by having individually developed and/or agreed their RD. | The role descriptions are provided to members conducting PDRs and used with the authority's member development framework as the basis for PDR discussions. | PDR Guidance evidence ref B2.2 Members confirmation that roles are undertaken to be discussed at site visit. |

| undertaking their duties according to high standards of conduct. | and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge. | training and development? Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions. | regularly. Potential breaches are addressed internally, as set out in the Ombudsman's report concerning local resolution. There are few justifiable referrals to the Ombudsman because members do not understand the code. | |
|--|---|--|--|--|
| 3. Members are supported in understanding their roles and responsibilities as set out in the Constitution. | All members have received training on and understand the contents of the constitution, including: • the roles, responsibilities and limits to the roles of committees • the role of individual members and officers • Member/office r protocols • meeting practice • standing orders • rules of debate | Training has been made available to all members and take up of this has been high. The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants. Role descriptions may be in the constitution or as a separate document but should be formally adopted and valued. | The Constitution and related documents listed at level one change in line with requirements. Changes include governance arrangements due to the introduction of structures to support collaborative services. | |
| B. Member | | | | |

| Development | | | | |
|--|--|--|---|--|
| B1. A member learning and development strategy has been adopted. | A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes: • a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members. • a commitment to and | strategy and func effectivel effective methodo monitoria reviewing | ely, with an electric state of the state of | |

| | methodology for developing members according to the needs of the organisation. • a commitment to and methodology for creating personal development plans for all members. • a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs. | | | |
|---------------------------------------|--|-------------------------------------|--|--|
| B2. Arrangements are in place for all | Personal support and development reviews | What is a PDR? An opportunity for a | The majority of members undertake | |
| members to be | which are: | member to discuss | PDRs regularly and at | |
| offered a PDR. | based on role | with any senior | least annually | |
| | descriptions | member or other | according to the | |
| | contribute to personal | suitably qualified person their own | requirements set out in the first level. The | |
| | development | requirements for | PDR provides | |

plans

are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance

are made available for all members and must be

undertaken by

members in a

receipt of a

senior/civic

salary.

Note, although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.

training and development.

This **should** include some examination of current duties as set out in the role descriptions listed above and may include some self or supported reflection on current performance as a starting point. The outcomes of the discussion should feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every members needs.

The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area. opportunities for members to identify the level at which development is required.

The outcomes effectively and regularly inform the member development strategy and programme.

Members report that the process is useful and that their needs are, where possible, being met in terms of content and level.

| | | Anyono conducting | | |
|---------------------|------------------------|---------------------------------------|-------------------------|--|
| | | Anyone conducting reviews should have | | |
| | | received training in | | |
| | | their purpose and | | |
| | | methodology. | | |
| B3. A development | An annual | There is an annual | The development | |
| programme for | development | programme of events | programme is updated | |
| councillors is in | programme informed | and learning | every year following | |
| place with a | by the member | opportunities for | monitoring and | |
| mechanism for its | development strategy | members both | evaluation of the | |
| annual review. | is in place | collectively and | previous year and is | |
| dilliddi i Cvicvvi | is in place | individually. This | demonstrably in line | |
| All councillors are | The annual | programme is | with member needs | |
| made aware of, | development | informed by the | and the MD strategy. | |
| guided to and are | programme is | organisational | The content of the | |
| able to access the | planned and | priorities set out in the | programme is made | |
| development | publicised in | strategy and in any | available to suit the | |
| activities equally. | advance. | requirements | needs of members | |
| decivities equally. | Members are | identified in the | with different skills | |
| | made aware of | personal development | and experience. i.e | |
| | development | plans which emerge | there is some levelling | |
| | opportunities | from PDRs and TNAs. | to development | |
| | provided in | The programme | activities. | |
| | response to | should be developed | delivitiesi | |
| | their needs. | by relevant officers | | |
| | CHOIL HOOGS! | and members for | | |
| | The timings and | example the | | |
| | settings of activities | DSC/MDWG/ MD | | |
| | are varied to enable | Champion, DS/HR | | |
| | equal access by all, | officers and | | |
| | including those | directors/service | | |
| | members who are | heads. | | |
| | working, are carers or | The programme | | |
| | have child care | includes 'specialist' | | |
| | responsibilities. | areas of development | | |
| | | reflecting the needs of | | |

| | | | T |
|--|--|--|--|
| members in developing skills and understanding in both corporate governance and thematic or service areas. The programme is provided to members giving sufficient notice for attendance. Members are notified of specific events in which they have expressed an interest. The programme is designed to offer | | | |
| | | | |
| attend. | | | |
| What is the national | Use is/planned or | | |
| Guidance? | made of the national | | |
| This refers to the | questionnaire to | | |
| materials provided by | inform the | | |
| | development of | | |
| | | | |
| 1 | for the next elections | | |
| 1 2 | The second date | | |
| 1 | | | |
| | | | |
| | | | |
| | | | |
| intention to stand. | • | | |
| | developing skills and understanding in both corporate governance and thematic or service areas. The programme is provided to members giving sufficient notice for attendance. Members are notified of specific events in which they have expressed an interest. The programme is designed to offer choice or variety of opportunities to attend. What is the national Guidance? This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their | developing skills and understanding in both corporate governance and thematic or service areas. The programme is provided to members giving sufficient notice for attendance. Members are notified of specific events in which they have expressed an interest. The programme is designed to offer choice or variety of opportunities to attend. What is the national Guidance? This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their | developing skills and understanding in both corporate governance and thematic or service areas. The programme is provided to members giving sufficient notice for attendance. Members are notified of specific events in which they have expressed an interest. The programme is designed to offer choice or variety of opportunities to attend. What is the national Guidance? This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their |

| | | The second the large of | along all to before |
|----------------------|-------------------------|-------------------------|--------------------------|
| | provided with a | These will be different | planned to inform |
| | programme of | for each election and | groups or |
| | induction. | at different times in | individuals who |
| | | the political calendar. | are not standing in |
| | | The Association will | the next elections. |
| | | have an overview of | |
| | | what is available. | Local information |
| | | | is provided to |
| | | What constitutes an | candidates in |
| | | induction | addition to that |
| | | programme? | available |
| | | This will vary between | nationally. |
| | | authorities but should | |
| | | at the base level be | Every member |
| | | any activity that | moving to a new role |
| | | introduces new | has received an |
| | | members to their roles | induction for that role. |
| | | both within and | |
| | | outside the council | Notable practice might |
| | | and the work of the | include road shows, |
| | | authority generally. | media/social media |
| | | dutionty generally. | campaigns. |
| | | Use is made of the | Website/printed |
| | | national induction | promotional material. |
| | | materials provided by | promotional material. |
| | | the WLGA. | |
| B5. Development | Learning activities are | What are | Training and |
| activities are | provided in | appropriate styles | development is |
| | • | and settings? | provided to a |
| relevant and of high | appropriate styles and | _ | · |
| quality. | settings based on the | A mix of for example | consistently high |
| | learning needs and | formal/informal | standard, |
| | styles of individuals | group/individual, | commissioning and |
| | and committees. The | interactive/passive | evaluation is effective |
| | authority has a | working | and systematic. |
| | systematic and | environment/away day | |
| | effective approach to | The authority would | The authority works |

| | T | | | | |
|-----------------------------|-------------------------|--------------------------|--------------------------|-------------|--|
| | commissioning, | need to demonstrate | regularly with other | | |
| | developing, providing | an effective selection | authorities to pool | | |
| | and evaluating its | process for | experiences and | | |
| | training and | commissioning | consider the sharing | | |
| | development activities. | training. This might | or coordination of joint | | |
| | This could include | include working with | programmes. | | |
| | internal, external and | the WLGA and should | | | |
| | collaborative | include working | | | |
| | arrangements. | collaboratively where | | | |
| | _ | appropriate with other | | | |
| | | authorities to share | | | |
| | | intelligence or | | | |
| | | undertake joint | | | |
| | | procurement. | | | |
| | | - | | | |
| | | Internal training, | | | |
| | | (rather than briefing) | | | |
| | | should be designed | | | |
| | | and provided with the | | | |
| | | support of training/OD | | | |
| | | professionals in | | | |
| | | addition to member | | | |
| | | support or | | | |
| | | policy/service officers. | | | |
| B6. There is a clear | The Authority has | This role should be | These arrangements | | |
| responsibility for | clearly defined the | undertaken by the | are mature and | | |
| leading the | arrangements for | Democratic Services | effective in | | |
| programme, driving | developing, | Committee and its | representing the views | | |
| the strategy and | implementing and | chair or other | of all members and | | |
| monitoring the out | monitoring its strategy | appropriate fora such | the needs of the | | |
| comes. | for member support | as a member support | organisation in | | |
| | and development. | and development | sponsoring and | | |
| | Individual members | working group. | developing the | | |
| | and officers have clear | Individual member(s) | strategy and | | |
| | roles in leading and | and officer(s) have | monitoring the training | | |
| | championing this area. | clear overall | programme and | | |

| B8. Members are offered the opportunity to be | are identified and provided for member development activities. The authority provides the "reasonable level" of development required by the Measure. The authority is exploring the needs of members to be | dedicated? Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities. The authority is speaking to members about the concept and | people or money, are allocated according to the priorities in the strategy arising from organisational needs or those expressed by members in their PDRs and TNAs. Consideration has been given to sharing resources between authorities and (where a clear benefit exists) collaborative arrangements have been made. The authority has a mentoring strategy to support the needs of | |
|---|--|---|---|--|
| B7. Resources are | The needs of all political groups and independent members are taken into account regardless of political affiliation. Dedicated resources | responsibility for developing, implementing and monitoring the strategy and progress of the programme. How dedicated is | outcomes. Attendance, satisfaction and outcomes for members are monitored and low levels of attendance addressed. Resources, whether | |

| | provided with one. Mentors are trained in mentoring skills. | include member to member or working with member or officer "buddies" The authority should be exploring the need to provide Leadership mentoring for the Leader and Cabinet if | | |
|---|--|---|---|--|
| C. Member Support | | requested. | | |
| C1. Officer support is provided for member development, support and scrutiny. | Every member committee, panel, forum etc. has officer support provided. Members are also supported in their case work. Overview and scrutiny committees have dedicated support from officers who can provide impartial research, support and advice. The nature of the support has been clearly articulated to members | Officer support should be provided for every council meeting and committee. Systems should be in place to support members in non Party Political case and community work whether from member support or other service areas. Support for collaborative governance arrangements such as joint committees and commissioning boards should also be evidenced. There needs to be a resource (dedicated or otherwise) in the | Members are satisfied with the level of support provided. | |

| | T | · · · · · | | <u> </u> | |
|----------------------|-------------------------|-------------------------|------------------------|----------|--------------|
| | | authority who can | | | |
| | | provide members with | | | |
| | | advice in relation to | | | |
| | | the discharge of the | | | |
| | | authority's scrutiny | | | |
| | | function, and support | | | |
| | | for scrutiny members | | | |
| | | or committees by | | | |
| | | impartially researching | | | |
| | | information. This | | | |
| | | should be in direct | | | |
| | | response to the needs | | | |
| | | of members when | | | |
| | | they are undertaking | | | |
| | | their legitimate | | | |
| | | scrutiny role. | | | |
| C2. Arrangements | A review of the | Authorities should | The authority can | | |
| made for the | arrangements for | have undertaken a | demonstrate that it | | |
| business of the | council business has | review in line with | knows the | | |
| Council are flexible | taken place and as a | Measure guidance i.e | requirements of its | | |
| and enable | result, meeting times, | at least once every | current members and | | |
| members to | arrangements and | term, preferably | has met them. | | |
| participate fully | venues reflect the | shortly after the new | | | |
| regardless of | needs of members as | council is elected | i.e meetings are | | |
| personal | closely as possible. | which at least | arranged to suit the | | |
| circumstances | , . | measures whether | convenience of the | | |
| | Members have been | daytime or evenings | majority of members | | |
| | involved in developing | are preferred and if | expected to attend the | | |
| | the approaches to | particular times cause | meeting. Special | | |
| | remote attendance as | problems for individual | arrangements are | | |
| | set out in the standing | members. Individual | made for those | | |
| | orders as/when | committees should be | members who have | | |
| | required by the | able to define what is | special access | | |
| | Measure. | convenient for | requirements. | | |
| | | members of that | • | | |
| | | committee. What | Arrangements for | | |

| | | should be demonstrated is an awareness of the restrictions placed on members by holding council meetings at certain times and some evidence of flexibility in meeting arrangements as a result. | remote attendance should be in place. Note The criteria for remote attendance should only be applied when the Measure has been enacted. | |
|--|---|--|--|--|
| C3. Contact management and communication | Systems are in place to enable members to liaise with council officers regarding services provided both within and outside the authority. Community groups and individuals are also assisted in contacting local members. Members are able to contact stakeholders. | These systems should include agreed standards for response times, complaints procedures and processes to support community and casework. Members should be provided with information regarding which officers to contact regarding complaints and casework relating to any service delivered by or on behalf of the council. | The systems required for level one are working effectively. Members can effectively access officers regarding service delivery and individuals and communities can access members. | |
| C4. Annual reports | The authority makes arrangements for all members to be able to publish annual reports, according to the guidance in the measure. | Members are provided with support and guidance on using the authority's systems. | Members in receipt of a Senior/Civic Salary publish annual reports. | |

| C5. Personal support for members | Members are provided with access to guidance on their rights and benefits as members. | Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information. | Members report that this information and advice is adequate. | |
|---|---|--|---|--|
| D. Member Facilities | | | | |
| D1. All members are provided with adequate access to ICT. | Members are provided with the equipment, or connectivity required to undertake their role. Basic training is provided in its use and help desk facilities are available. Members are supported in | Members are provided with equipment for their individual use to undertake council business. They are shown how to use the equipment and packages. They are able to have assistance if they are experiencing problems with using the equipment or it is faulty. | Members are routinely using the provisions required for level one and report that this is sufficient. | |

| 1 | | information resources | I FUNDET TOST TOIC IC | į |
|--|--|---|---|---|
| provided | to member needs is provided as part of the | collection of | for level one and report that this is | |
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| D2. Information resources are provided | the standards set out in the standing orders (when implemented through the Measure). • Members are able to communicate with the council and the public electronically. A central collection of information dedicated | are provided electronically. An up to date and regularly revised | Members routinely use the provisions required for level one and | |
| | remote working through the use of remote access codes and Skype etc. Members are provided with support to enable them to remotely attend meetings according to | Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role. All council agendas and meeting papers | | |

| | available to members. | This contains agendas, minutes, training opportunities, links to web resources and access to performance data. | Good practice might include an interactive portal dedicated to members. | |
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| | | Members are informed about the information that is available. | | |
| D3. Facilities for members to work in the Council are available. | Member needs have been reviewed and where required the following are provided: Shared areas for example for each political group. Private rooms for meetings. Offices for senior office holders. | The needs of members must have been assessed. Rooms must be available but not necessarily permanently dedicated. | Members report that facilities are sufficient and that their needs are regularly reviewed. | |