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## AGENDA

<b>Committee</b>	DEMOCRATIC SERVICES COMMITTEE
<b>Date and Time of Meeting</b>	WEDNESDAY, 30 SEPTEMBER 2015, 10.30 AM
<b>Venue</b>	COMMITTEE ROOM 4, COUNTY HALL, ATLANTIC WHARF, CARDIFF
<b>Membership</b>	Councillor Clark (Chair); Councillors Dilwar Ali, Chaundy, Goddard, Graham, Hinchey, Hyde, Lomax, Murphy, Robson and Ben Thomas

		<i>Time approx.</i>
<b>1</b>	<b>Apologies for Absence</b>	10.30am
	To receive apologies for absence.	
<b>2</b>	<b>Declarations of Interest</b>	
	To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.	
<b>3</b>	<b>Minutes</b>	
	To approve as a correct record the minutes of 15 July 2015.	
<b>4</b>	<b>Member Development Programme and All Wales Academy Portal</b> <i>(Pages 1 - 32)</i>	10.45am
	Demonstration of All Wales Academy Training by Rebecca Bradshaw, Learning and Development Specialist.	
<b>5</b>	<b>Members ICT Project Feedback</b> <i>(Pages 33 - 52)</i>	11.30am
	Report on Members Survey	
<b>6</b>	<b>Members Services: Support for Members</b> <i>(Pages 53 - 60)</i>	12.00pm

**7 Work Plan 2015/16 - for discussion**

12.30pm

Programme of work for Committee meetings to be held on:

20 January 2016

23 March 2016

23 June 2016

**8 Date of Next Meeting - 20 January 2016 at 10.30am**

**Marie Rosenthal**

**Director Governance and Legal Services**

Date: Thursday, 24 September 2015

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

## DEMOCRATIC SERVICES COMMITTEE

15 JULY 2015

Present: County Councillor Clark (Chairperson);  
County Councillors Dilwar Ali, Chaundy, Goddard, Hinchey,  
Hyde, Lomax, Murphy and Dianne Rees

## 1 : DECLARATIONS OF INTEREST

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

No declarations of interest were received.

## 2 : CHAIRPERSON, MEMBERSHIP AND TERMS OF REFERENCE

The Committee noted that Council on 21 May 2015 appointed Councillor Clark as Chairperson of this Committee.

The Committee noted that Council on 21 May 2015 appointed the following Members to this Committee:

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

The Committee noted its Terms of Reference:

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

## 3 : MINUTES

To minutes of the meeting held on 25 March 2015 were approved by the Committee as a correct record and were signed by the Chairperson.

## 4 : MODERN.GOV - UPDATE

The Committee received a report providing an update on the implementation of the Modern.gov committee management system. Members were advised that the Modern.gov software provided a significant increase in the automation and functionality supporting democratic and governance processes. The system also

supports the move towards more agile technology and a 'paper lite' Council by providing Members with access to information in a variety of ways.

The Committee was informed that Modern.gov was officially launched on 26 May 2015. However, Committee and Members Services had been developing the system since January 2015. Members will have been receiving the new format agenda and reports for some period. Positive feedback has been received on the improved format from Members. All Committee agenda, minutes and reports dating back to 2004, which were previously published on the former Content Management System, have been imported into the Modern.gov system to ensure continuity.

Officers advised that 3 Member drop-in sessions were arranged in May 2015 prior to the 'go-live' to assist Members in familiarising themselves with the look and feel of Modern.gov, to assist in navigating the system and verifying their profile details and Register of Interest pages. Members were also encouraged to download the Modern.gov app to ensure that they have the latest meeting papers. The app allows Members to specify the Committees of interest and will automatically update itself to provide the latest meeting information. The app also allows for simple annotation of documents and navigation of document packs. Secure access to exempt agenda items can be facilitated by Members logging on to the intranet version of Modern.gov using an individual Member ID and password.

Members received details of a number of further enhancements provided by the software, including enhanced profile information, social media feeds, biographical information and rolling attendance at meetings data. Members are enabled to notify Democratic Services of attendance or otherwise at meetings and update their register of interests independently.

Modern.gov also provided a platform on which to host the Members Online Library and Information Service (MOLIS). The Committee would receive a further update on this project as part of this meeting.

Members were advised that further work was being undertaken in developing the Modern.gov system in areas such as webcasting of meetings, improving accessibility to the Council's Constitution, the publication of local election results, the receipt of e-petitions and the publication of decisions and forward plans.

The Committee welcomed the improvements brought about by Modern.gov and noted their thanks to officers in Committee and Members Services for their efforts in delivering the Modern.gov project.

Concerns were raised that a significant number of Members did not wish to access Committee agendas and reports electronically and would prefer to receive hard copies. Officers advised that all Members will continue to be supported and would receive documentation in their preferred format. In future Members will be made aware of the cost of printing large document packs.

The Committee debated the merits of displaying the agenda and reports on screens during all meetings for the benefit of Members and any members of the public present. It was noted that the Planning Committees already use screens to display presentations and plans for planning applications.

The Committee suggested that all Members receive an email encouraging them to download the Modern.gov app onto their tablet devices and ipads. The email would also include instructions on how to do so. Members also requested that a simple user guide/FAQs be drafted circulated to all members in the email.

Members also discussed the cost of the Modern.gov platform. Officers advised that the system was helping to streamline processes and increase efficiency.

RESOLVED – That the report and the comments from the Committee in support of Modern.gov be noted.

#### 5 : MEMBER ONLINE LIBRARY AND INFORMATION SERVICE

The Committee received a presentation on the Members Online Library and Information Service (MOLIS) from Paul Keeping. Members were advised that the MOLIS was developed to replace the existing Members Library in County Hall. Feedback from a survey, interviews and focus groups had been used to shape the content of the library and set priorities.

Paul Keeping demonstrated the document search facility and the file indexing system used to store documents in MOLIS. A user guide was available to assist Members when referencing materials. Members were invited to provide comment and provide feedback.

Members requested that the user guide be circulated and made available on the MOLIS webpage. Members questioned whether paper copies of documents were still available. Officers advised that hard copies of all committee papers are available on request from the Glamorgan Archives Records Office.

RESOLVED – That the user guide be distributed to all Members via email and also be made available on the MOLIS webpage.

#### 6 : DRAFT DEMOCRATIC SERVICES COMMITTEE ANNUAL REPORT 2014/15

The Committee was asked to consider the draft Democratic Services Committee Annual Report 2014/15 prior to its submission to Council on 23 July 2015.

The Committee agreed to make a minor amendment to the section of the Annual Report on the Chief Executive's Q&A Session.

RESOLVED – That the Democratic Services Annual Report 2014/15 be approved, subject to amendment.

#### 7 : PROCESS FOR ANNUAL REPORTS BY MEMBERS 2014/15

Members received a report setting out the process for the preparation of Annual Reports by Members of the Council for the 2014/15 municipal year. Members were advised that the Local Government (Wales) Measure 2011 provides that local authorities make arrangements enabling elected Members to produce Annual Reports on their Council activities during the year. Local Authorities must also

publicise information about these arrangements to both Members and the wider public.

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

The Committee discussed the merits of producing Annual Reports. Some Members felt that producing an Annual Report was not a large commitment in terms of their time. Other Members considered that their constituents were more than aware of their activities and therefore for an Annual Report of those activities was unnecessary. The Committee also debated the possibility of producing Ward based annual reports. Members acknowledged that there may be difficulties in achieving Ward based Annual Reports in split wards.

It was suggested that all Members be requested to give their views on Annual Reports for Members via email. The Committee noted that similar emails on this issue had been circulated on a number of occasions in the past.

RESOLVED – That:

1. the report be noted;
2. all Members receive an email requesting their views on Annual Reports for Members.

#### 8 : MEMBERS DEVELOPMENT PROGRAMME 2015/16

The Committee was asked to agree a Member Development Strategy for 2015/16 and to establish a Member Development Steering Group to consider that matter in more detail. The Member Development Strategy for 2015/16 was appended to the report as Appendix A. The Committee was requested to consider using this as a framework to inform a Member Development Steering Group. The Steering Group would also review and evaluate feedback received from sessions held during 2014/15. A Steering Group meeting would take place on 22 July 2015. Members were asked indicate whether they were available to attend.

The WLGA Continuing Professional Development for Councillors Competency Framework was attached to the report as Appendix B. This document set out the range of skills and knowledge required by Members and provided a 'curriculum' of areas that local authorities can consider when developing local Member Development Strategies. These form part of the key themes identified in the Member Development Strategy.

Officers advised that 23 Member Development sessions had been held during the year. Attendance at these sessions was reasonable, but Members requested that officer investigate alternative options for briefing Members as most Members have full commitments, meaning that they were often unable to attend Member

Development sessions in person. It was suggested that more use could be made of online training resources, online reference materials and email briefings.

The Committee considered that Members should receive more notice of Members Briefings, as events are often held at short notice and Members have other commitments. Services areas were often unaware of those commitments arranging briefing sessions. Consideration should be given to giving Members a number of options in terms of dates and times of such briefing sessions.

The Committee discussed Joint Council for Wales training for Councillors which was launched recently. Officers confirmed that Rachel Searle of the WLGA was invited to attend the Member Development Steering Group Session and would be attending. It was noted that the Cardiff Managers Programme included a number of modules which could be developed for elected Members. There were also Councillors who are qualified to deliver training who may wish to be involved. A Councillor requested that officers consider holding the Steering Group session in the Cardiff Academy facility in City Hall.

Officers confirmed that it would be possible to film training events / talks / speakers in the future.

RESOLVED – That:

1. the Member Development Strategy at Appendix A be approved as a framework for 2015/16
2. the WLGA Continuing Professional Development for Councillors Competency Framework be used to inform the preparation of the 2015/16 Member Development Programme;
3. agree to explore the benefits of the All Wales Academy for Local Government;
4. Councillors Murphy, De'Ath, Hinchey and Clark join the 2015/16 Member Development Steering Group to design and propose the Member Development Programme for the next 12 months.

## 9 : ICT MEMBER PROJECT UPDATE

The Committee received a report and were asked to agree a methodology to be used to evaluate the implementation and provide feedback on the Members ICT project. The report provided the background to the Members ICT Project and summarised a number of the performance issues to date.

Officers advised that in financial terms the project had been successful, producing a £28k saving in printing and postage costs. Following discussions between the ICT Service Manager and the suppliers, officers stated that three upgraded tablet devices were available for Members to pilot.

A Member raised concerns that the project had not produced the savings which were initially forecast, as the costs of repairs were not taking into account in the project business case. The Member supported the pilot exercise. However, it was requested that any upgraded devices should not be provided to Members without

being thoroughly evaluated. The pilot exercise should also not commence until Members have had an opportunity to complete a questionnaire and provide feedback on the performance of the project to date. Officers were requested to provide full analysis of the cost savings achieved to date as part of the evaluation exercise.

Members questioned whether any upgraded or replacement devices would incur any cost. Officers advised that the upgraded or replacement devices would not incur any additional costs. The Committee urged officers to consider providing keypads as part of pilot exercise, as many of the problems experienced by Members previously may be mitigated with the provision of a functioning keyboard to support the device. Furthermore, Members requested that the encryption password be by-passed on all devices, which would make it easier for Members to login.

RESOLVED – That:

1. the Members ICT Project update be noted;
2. the recommended methodology for the evaluation of the success of the ICT project be approved;
3. feedback to the ICT project evaluation exercise be provided to the Chair and the Committee as soon as practicable;
4. the Committee, in consultation with the Director of Governance and Legal Services and the ICT Service Manager agree that the pilot of the updated device as soon as possible;
5. a full analysis of the savings achieved to date by the ICT project be undertaken as part of the evaluation exercise.

10 : MEMBERS SERVICES : SUPPORT FOR MEMBERS

RESOLVED – That this item be deferred until the next meeting of the Committee.

11 : WORK PLAN 2015/16

RESOLVED – That officers prepare a draft work plan 2015/16.

12 : DATES AND TIMING FOR FUTURE MEETINGS

The Chairperson requested that the September 2015 meeting of the Committee be brought forward, prior to the visit of the WAO in October.

RESOLVED – That officers email Members of the Committee to ascertain Members availability to attend a meeting of the Committee in early September.

The meeting terminated at 12.45 pm



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

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**MEMBER DEVELOPMENT PROGRAMME 2015/16**

**Reason for this Report**

1. To receive and consider the Member Development Programme for quarter 1 for 2015/16, and note that the 2015/16 Programme reflects the Continuing Professional Development for Councillors Competency Framework as part of the objective setting for the Member Development Programme for 2015/16.
2. To receive a presentation on the All Wales Academy on-line training support for Councillors;

**Background**

3. Following an all Member survey in January 2014, the Democratic Services Committee established a Steering Group with a remit to develop and deliver a Member Development Strategy that provides a framework for ensuring Members are provided with a full range of development opportunities to enable them to effectively carry out their many roles as Community Leaders and representatives of the Council.
4. At its meeting on 15 July 2015, the Committee reaffirmed the Member Development Strategy for 2015 and this is published on the Website.  
<https://cardiffintranet.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13669&path=13628>

**Member Steering Group**

5. The Member Development Steering Group made up of Councillors Clark, Hinchey and Murphy met on 22 July and 12 August 2015. Copy of the scope and content of the meetings is attached as Appendix A.
6. The Steering Group received information from Council officers from the Cardiff Academy and Rachel Searle Project Officer for the All Wales Academy.

7. The Steering Group in developing the programme had regard to the WLGA Continuing Professional Development for Councillors Competency Framework (**Appendix B**) which sets out the range of skills and knowledge required by Members. It provides a 'curriculum' of areas that authorities should consider when developing Member Development programme and includes specific and generic competencies.
8. Based on the information received the Steering Group produced a Member Development programme attached as Appendix c for the period from September to December 2015 and will meet again in November to finalise the programme to May 2016.

### **All Wales Academy**

8. The All Wales Academy (AWA) for Local Government is a collaboration of Local Authorities, Welsh Local Government Association, Wales TUC and Skills for Justice. It is an e-learning site available in English and Welsh to all 22 Local Authorities with 24/7 access for Local Government staff and Elected Members which has just been launched. The Local Government Association (LGA) have agreed to share their e-learning modules with AWA. WLGA will ensure they are amended as needed to reflect the Welsh context and they will then be available through AWA
9. Rebecca Bradshaw, Learning & Development Specialist in the Cardiff Academy has been invited to attend to provide the Committee with a demonstration on the AWA On-Line learning portal. Attached is a briefing note for Members as part of the demonstration (Appendix D)

### **Legal Implications**

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

### **Financial Implications**

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

### **Recommendations**

The Committee

- (1) receives a demonstration of the All Wales Academy learning portal;
- (2) endorses the work of the Member Development Steering Group and Development Programme to December 2015 and note that the Group will meet and review the programme and finalise events from January 2016 to May 2016.

**MARIE ROSENTHAL**

**Director Governance and Legal Services**

*The following Appendices are attached:*

Appendix A: Member Development Steering Group Scope;

Appendix B: WLGA Continuing Professional Development for Councillors

Appendix C: Member Development Programme of Training 2015/16

Appendix D: Member Briefing on All Wales Academy

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**DEMOCRATIC SERVICES COMMITTEE  
MEMBER DEVELOPMENT STEERING GROUP JULY 2015**

<b>PROPOSED TOPIC: MEMBER DEVELOPMENT PROGRAMME 2015-16</b>	
<b>Proposed Terms of Reference</b>	To agree the Member Development Programme for 2015-16 through: <ol style="list-style-type: none"> <li>(1) Review of 2014/15 sessions and feedback received from sessions;</li> <li>(2) Review the delivery and learning approaches to ensure that these meet Members expectations and requirements;</li> <li>(3) consider the scheduling and frequency of training.</li> </ol>
<b>Evidence</b>	
<b>(1)</b>	<ul style="list-style-type: none"> <li>• 2014/15 Member Development Programme 2014/15;</li> <li>• Attendance at Training;</li> <li>• Feedback from evaluation forms.</li> </ul>
<b>(2)</b>	<ul style="list-style-type: none"> <li>• All Wales National Academy - On-line Councillor learning</li> <li>• Cardiff Academy – Opportunities for E.Learning and Cardiff Manager Modules</li> <li>• Delivery of Mandatory Corporate Governance and legislation training and development including business essentials sessions on Code of Conduct; Safeguarding; Data Protection;</li> <li>• Frontline Councillor – including Community Leadership and engagement;</li> <li>• Developmental sessions including Networked Councillor making effective use of ICT and Social Media; Personal Skills</li> <li>• Scrutiny and Challenge.</li> </ul>
<b>(3)</b>	<ul style="list-style-type: none"> <li>• Consider feedback on timing and frequency of training;</li> <li>• Agree a protocol for All Member briefings.</li> </ul>
<b>Number of meetings required</b>	
<b>Meeting 1 22 July 2015 @ 10.30am</b>	10.30am Agree Terms of Reference; 10.45am Presentation from All Wales National Academy – Rachel Searle 11.15am Cardiff Academy Opportunities – Graham Craven & Steve Price 11.35am Draft Programme 2015/16
<b>Meeting 2 12 August 2015 @ 11.45am</b>	<b>Meeting Objectives</b> <ul style="list-style-type: none"> <li>• Confirm Key outcomes from Meeting 1;</li> <li>• Link training with WLGA Councillor Competency Framework;</li> <li>• Set out principles for timing, notification period; principles for All Member briefings, timing ant notification periods;</li> <li>• Delivery of Training Options</li> <li>• Evaluation process / Members Training Passport</li> </ul>

**Reporting Arrangements**

To agree Member Development Programme 2015/16 for up to December 2015 for ratification by the DSC September 2015

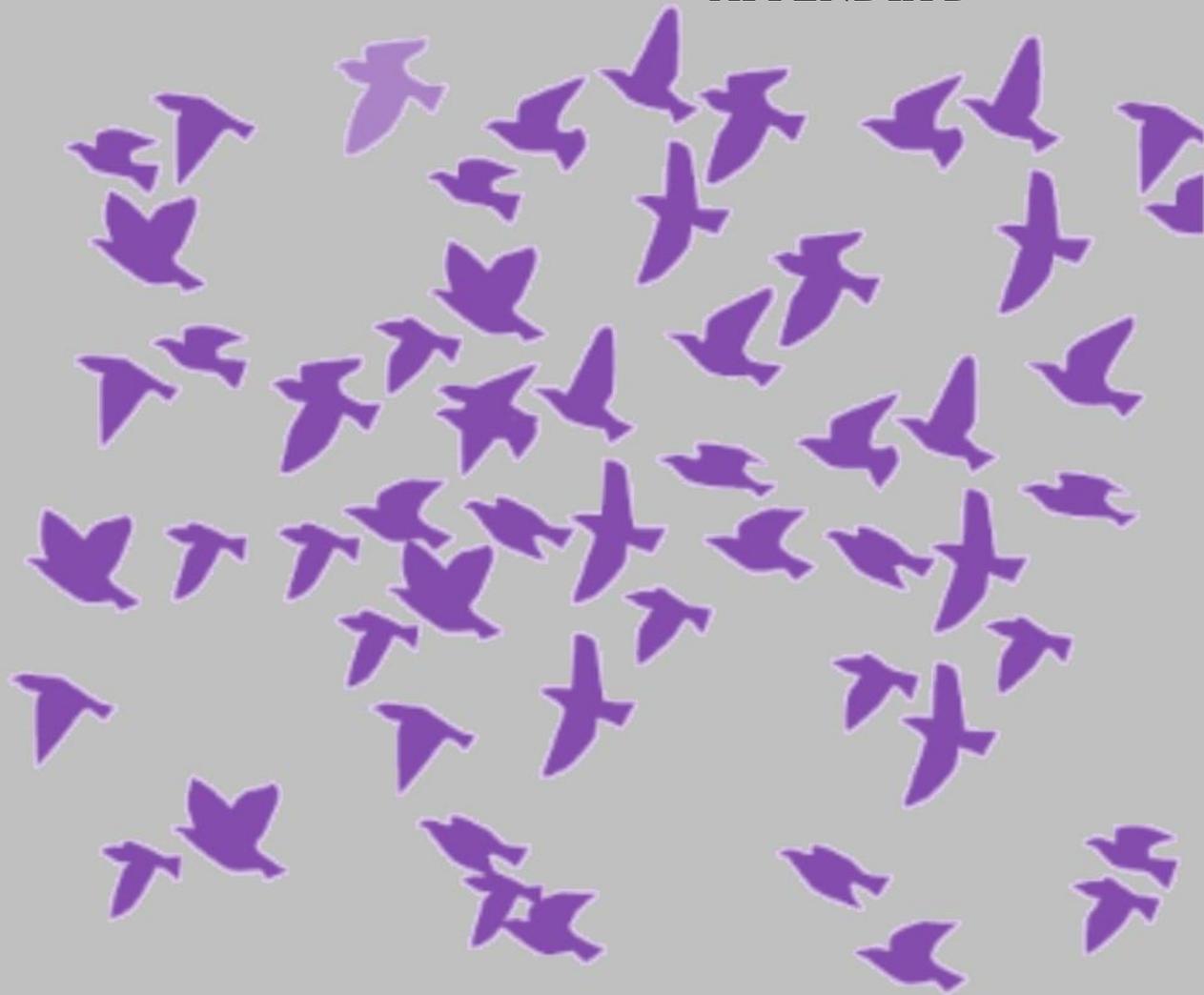
**Required Outcomes**

To develop a Member Development Programme 2015/ 16 to support and assist Elected Members in the delivery of their roles and continue to develop their knowledge on specialised subjects.



WLGA • CLILC

## APPENDIX B



# **A Development Framework for Councillors in Wales**

# Contact

## Welsh Local Government Association

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

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

### Welsh Local Government Association

Local Government House  
Drake Walk  
Cardiff  
CF10 4LG

Tel: 029 2046 8600

Fax: 029 2046 8601

[www.wlga.gov.uk](http://www.wlga.gov.uk)

Published: May 2015

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## **WLGA Continuing Professional Development for Councillors**

### **A Development Framework for Councillors in Wales**

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

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

### **Using the Framework**

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

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

Requirement	Knowledge and Skills	Effective Behaviours
<b>Understanding of the role of the Councillor</b>	The extent and limits of a councillor's individual responsibilities and the powers and responsibilities required to undertake corporate governance. Also corporate responsibilities such as corporate parenting and safeguarding children and vulnerable adults.	Undertakes their role effectively in the council, the community and with partner agencies. Understands when it is and is not appropriate to act for the electoral division or in the interests of the area as a whole. Acts proactively to deliver outcomes
<b>Understanding the role of the Local Authority</b>	Understanding of the services delivered, both statutory and discretionary and the policies, procedures, plans and strategies which underpin them.	Is able to describe the work of the Council to the public and where these responsibilities lie with other agencies such as community and town councils, voluntary sector or the Welsh Government. Contributes to the development of council plans and strategies and takes decisions in the light of these.
<b>Conduct</b>	Understanding of the ethical framework governing the work of councillors, specifically the Code of Conduct. Understanding of the role of the Monitoring Officer. Appreciation of the importance of accountability, integrity and transparency for good governance.	Abides by the Code of Conduct at all times. Always declares and defines interests when appropriate. Seeks advice from the monitoring officer when appropriate. Treats others with respect in all settings. Demonstrates integrity. Values others. Listens. Stays calm in difficult situations.
<b>Equalities and respect</b>	Personal skills in demonstrating respect for others regardless of sex, race, religion, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity or sexual orientation. Understanding Equalities and Diversity law relating to the work of the Council and the role of the Councillor. Understanding of the need for and what constitutes respectful behaviour towards others.	Demonstrates equalities values in personal behaviour and council decisions. Applies appropriate equalities legislation and demonstrates equalities values in personal behaviour and council decisions. Treats everyone with respect at all times when acting as a councillor whether in the Council, community, or political group.
<b>Balancing Council and community expectations and responsibilities</b>	Understanding of the distinct responsibilities of a councillor as a member of a corporate body and as a representative of an electoral division or community.	Takes decisions relating to the corporate body or Electoral Division ethically. Manages both community and council expectations through effective communication.
<b>Audit, Inspection and Regulation</b>	An understanding of the role of the Audit Inspection and Regulatory bodies and associated council processes.	Engages effectively with the audit, inspection and regulatory process within the council, using this information to constructively challenge and support the affected services.

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<b>Balancing personal commitments</b>	An understanding of time management principals including prioritisation and delegation.	Maintains an effective work/life balance, managing the time available to concentrate on the issues with the most significant outcomes.
<b>Information Management</b>	Understanding and interpreting information and data. Ability to handle data in the format provided by the council. Understanding of the definition of confidentiality and how to handle confidential information - Understanding of the legal requirements of Data Protection and Freedom of Information legislation.	Receives information and data from a variety of sources and is able to store share and use it effectively and where possible electronically. Does not keep records about people without seeking their agreement. Responds promptly and appropriately to FOI requests. Does not distribute or share confidential or restricted information.
<b>Using ICT and social media</b>	Skills in all 'Office' applications such as word processing, presentation and spreadsheets. And communication and social media applications including email, tweeting, blogging and personal website management.	Conducts council business electronically. Communicates with the community electronically and through social media where appropriate. Maintains an effective, positive and ethical online presence.
<b>Meeting preparation and participation</b>	Understanding of the Standing Orders, any protocols and rules of debate. Skills in public speaking, debating and asking questions.	Prepares effectively for meetings by reading papers and analysing data. Undertakes personal research and participates in any pre meetings. Contributes to positive meeting outcomes by seeking tangible decisions or actions. Effectively contributes to meetings making points clearly and succinctly. Remains focussed on the business in hand. Understands and applies meeting 'rules'. Seeks guidance from officers and group leaders before meetings as appropriate.
<b>Working with the media</b>	Skills in building relationships with the media and being interviewed on TV, radio and for the press and online media.	Is a recognised source of credible information for the Media. Speaks confidently, authoritatively and appropriately in interviews. Enhances the reputation of the council when appearing on screen or in print.
<b>Self-promotion</b>	The ability to develop a profile in the community through local activities and effective communication and consultation.	Writes an annual report on achievements and activities. Is highly visible in the community. Maintains a high standard in both personal reputation and that of the Council.

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<b>Working with officers</b>	Understanding the role of officers generally and the 'rules' they need to abide by including a deeper understanding of the role of senior officers such as the Chief Executive, Senior Management team, Monitoring Officer and Heads of Finance, Legal and Democratic Services. Skills in acting as a corporate employer. Understanding of the appointments process and interviewing skills.	Maintains professional relationships with officers, recognising appropriate boundaries and abiding by the Member Officer Protocol. Acts as an effective member of an appointment panel, applying sound HR and equality and diversity principles to secure the best candidate.
<b>Health and safety</b>	Understanding of Health and Safety legislation in the work of the Council. Understand how to assess risks and ensure personal safety and that of others.	Promotes and ensures the health and safety of everyone in the council. Ensures personal safety when working in the Council and when in groups or alone in the community.
<b>Continuing professional and personal development</b>	Ability to identify personal development needs and to participate in development activities.	Undertakes regular personal development reviews taking account of role descriptions and competency frameworks. Takes responsibility for developing personal skills and knowledge, attends learning and development activities seeking tangible outcomes.
<b>Financial capability</b>	Understanding of the way councils and services are funded. Understanding and skills in budget setting. Personal financial capability. Understanding the impact of Welfare Reform and the austerity agenda.	Engages effectively in the budget setting process. Is prepared to take hard, Evidence-based decisions. Demonstrates skills in numeracy when interpreting data and asking questions.
<b>Interpersonal skills</b>	Self-awareness, and skills in self-management, "good manners" Emotional Intelligence, listening, negotiation, conflict management and mediation skills.	Acts in a professional and respectful manner to all people and in all places. Is self-aware and able to develop and manage relationships both within and outside the Council. Brokers relationships and manages conflict in the community and Council and between the two.
<b>Sustainable Development</b>	Understanding of issues that impact on future generations such as health and wellbeing, financial security and the environment.	Takes decisions based upon the needs of future generations as well as the current population.

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<b>Working with the community</b>	Knowledge of community groups and leaders. Understanding of community issues and concerns. Ability to seek the views of all relevant parties.	Understands the needs of the local community and secures action from the council on behalf of local people. Communicates with the community, individuals and the council to ensure engagement and understanding of all parties.
<b>Consultation and engagement</b>	Understands the different levels of engagement ranging from communication to co-production set out in the national principals of engagement for Wales. <a href="http://www.participationcymru.org.uk/national-principles">http://www.participationcymru.org.uk/national-principles</a>	Demonstrates positive outcomes as a result of effective engagement.  Uses a range of communication and consultation tools such as Social Media to understand the needs and views of the community.
<b>Voluntary sector</b>	Understands the role and responsibilities of the voluntary sector in the area.	Builds effective relationships with the voluntary sector and communicates and works with them when appropriate.
<b>Local issues</b>	Understands the issues of importance to people locally and throughout the council area. Knows which council plans will impact on local issues.	Works with the community and the council to find solutions to local problems. Secures funding for local initiatives.
<b>Working with community and town councils</b>	Understanding of the responsibilities of community councils and their forward work programmes.	Works with community councils to deliver outcomes for the community. Fosters positive relations and active communication with the Community Council and the Clerk.

### 3. Casework on behalf of the public

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<b>Being accessible to the public</b>	Understanding of and ability to arrange and publicise opportunities to discuss casework with the public.	Makes themselves available through the most appropriate means to connect with the greatest number of people. Uses surgeries, street surgeries, informal settings, home and social media as appropriate. Promises only that which can be delivered.
<b>Managing casework</b>	Ability to use case management techniques and software and to monitor and communicate progress.	Keeps the people on whose behalf they are working informed of progress. Monitors progress of cases after they have been referred to officers or other agencies. Uses the established referral schemes within the council.
<b>Signposting</b>	Knowledge of sources of information and advice within and outside the council.	Makes links between members of the public and the appropriate source of help in the council or in the community.

### 4. Partnership and representation

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

## 5. Working in the Political environment

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

## Part Two - relevant to councillors undertaking these specialist roles

### 6. Scrutiny

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

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<b>Engaging with the public in scrutiny</b>	Ability to engage with appropriate individuals and organisations to contribute to the work of scrutiny, especially those traditionally excluded.	Raises public awareness of the work of scrutiny and work programmes. Encourages the public to become involved in the policy and decision making process through scrutiny.
<b>Joint scrutiny</b>	Understanding of the role, remit, terms of reference and powers of any joint scrutiny committee and the role of the individual member on that committee. To understand the role, responsibilities and priorities of regional bodies, partnerships and organisations outside the council that the committee may need to scrutinise.	Demonstrates a commitment to working jointly with scrutiny members from other authorities, partnerships and organisations.

## 7. Chairing

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<b>Meeting management</b>	Understanding of meeting protocols and the rules of debate. Ability to manage the agenda, contributions and time. Ability to engage with the public and press and viewers in the case of webcast meetings.	Chairs clearly and authoritatively, enforcing the rules and encouraging fair participation. Manages the agenda by introducing items, summarising debate, focussing on outcomes and limiting contributions which do not contribute to the outcomes. Ensures that the public feel welcome, understand the meeting purpose and how they can contribute.
<b>Committee leadership</b>	An in depth understanding of the role of the committee and its scope. Ability to liaise with relevant officers, members and agencies. Commitment to enabling all committee members to develop skills and participate effectively in meetings.	Works with the committee outside of meetings to develop its effectiveness and that of participating individuals. Communicates with members and officers with an interest in committee proceedings. Builds relationships with the relevant Heads of service/ directors to ensure that the work of the committee is relevant, well informed and provides the outcomes needed.
<b>Work programme development and management</b>	Understanding of the subjects within the scope of the committee and how these interact with council policies generally and the roles of other committees. Ability to develop a balanced work programme for the committee and clear terms of reference and outcomes for any sub groups.	Works with officers and committee members to develop the work plan taking account of the work of other committees.  Ensures that the work programme takes account of national, regional and local plans, policies and the expressed needs of the community for services.  Makes sure that the committee also takes account of inspections or reports from audit, inspection and regulation bodies.

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

## 8. Serving on statutory/regulatory committees

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

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

## 9. Cabinet members

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<b>Portfolio lead</b>	A thorough knowledge of local and national policy relating to the relevant service areas. An ability to build relationships with relevant lead officers and scrutiny chairs. Ability to work collaboratively to develop a vision for the service area.	Provides political direction to officers in the portfolio area. Is accountable for communication, policy and performance in the portfolio area. Actively seeks and values the input of scrutiny to policy development and performance monitoring. Works with officers to consider issues, priorities and take decisions.
<b>Collective responsibility</b>	Ability to handle information and take decisions after full consultation and consideration of the issues. Ability to prioritise issues of most importance to the Authority. Ability to work with other authorities and agencies to secure services for the Council.	Takes responsibility as a cabinet member for strategic council decisions.
<b>Taking decisions under delegated responsibilities</b>	Understanding of the scheme of delegation. Ability to take responsibility for decisions taken under the scheme.	Takes decisions after appropriate research and consultation.

## 10. Council Leadership

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

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

## **11. Civic Leadership**

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

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# Democratic Services - Supporting Elected Members

## Gwasanaethau Democrataidd - Cefnogi Aelodau Etholedig

### MEMBER DEVELOPMENT PROGRAMME 2015-16 – PUBLISHED DOCUMENT

SEPTEMBER 2015	Event	Speaker	Invitees
<b>Monday 21 September</b> <b>4.30pm – 5.00pm</b> <b>Cardiff Academy Suite</b> <b>Room 129, City Hall</b>	Introduction to All Wales Academy E-Learning Drop in Session	Facilitated by Rebecca Bradshaw and Gill Nurton	All Members
<b>Monday 21 September</b> <b>5.00pm – 6.30pm</b> <b>Cardiff Academy Suite</b> <b>Room 129, City Hall</b>	<b>Session 1</b> Code of Conduct and Interests – Update and Refresh	Marie Rosenthal	Mandatory Update All Members Co-opted Members Independent Members Community Councillors
<b>Tuesday 22 September</b> <b>2pm – 4pm</b> <b>Committee Room 4,</b> <b>County Hall.</b>	<b>Corporate Parenting Workshop</b>	Councillor Sue Lent Tony Young, Facilitated by Jo Finch / Michelle Godfrey	Corporate Parenting Committee Members

# Democratic Services - Supporting Elected Members

## Gwasanaethau Democrataidd - Cefnogi Aelodau Etholedig

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<p><b>Thursday 24 September</b>  <b>2pm – 3.30pm</b>  <b>Room A &amp; B</b>  <b>City Hall</b></p>	<p><b>Session 1</b>  <b>Making a Difference</b>  <b>Market</b>                  Member workshop on Council’s change programme</p>	<p>Paul Orders                  Cllr Graham Hinchey</p>	<p>All Member                  Independent &amp; Co-opted Members</p>
<p><b>TOPICS</b></p>	<p><b>Organisational Development Programme;</b> including</p> <ul style="list-style-type: none"> <li>▪ Scene setting for the ODP</li> <li>▪ Overview of the Council’s Target Operating Model</li> <li>▪ Some examples of key achievements to date</li> </ul>	<p>Michael Walsh</p>	<p>Room A</p>
		<p>Dean Thomas</p>	<p>Room B</p>
	<p><b>Services for Vulnerable Adults;</b> including</p> <ul style="list-style-type: none"> <li>▪ Preventative services, e.g. First Point of Contact</li> <li>▪ Mobile Working &amp; Scheduling (Re-ablement)</li> <li>▪ Agile Working (Adults &amp; Children’s)</li> </ul>	<p>Amanda Phillips                  Sue Schelewa Jane Thomas</p>	<p>Room A</p>

# Democratic Services - Supporting Elected Members

## Gwasanaethau Democrataidd - Cefnogi Aelodau Etholedig

	<b>Vulnerable Children &amp; Families;</b> including <ul style="list-style-type: none"> <li>▪ MASH</li> <li>▪ Remodelling Social Work  <i>[NB: Agile Working will be covered in other group]</i></li> </ul>	Tony Young Irfan Alam	Room B
<b>Monday 28 September</b> <b>5pm – 6.30pm</b> <b>Committee Room 4,</b> <b>County Hall</b>	Development Sessions for Planning Committee Members ahead of the launch of Webcasting of meetings	Marie Rosenthal Public-I	Planning Committee Members All Members invitation
<b>Tuesday 29 September</b> <b>10am – 12noon</b>	<b>Networked Councillor Introduction – Social Media</b> Development Sessions for Members just starting to use Social Media	Public-I	Members Developmental sessions based on needs assessment All Members invitation
<b>Tuesday 29 September</b> <b>1pm – 2.30pm</b>	<b>Network Council – Social Media</b> Masterclass: Social Media for Democratic Engagement – Building confidence/ functionality and use of social Media  Social Media protocol Refresh	Public-I	Developmental sessions based on needs assessment Cabinet Members; Assistant Cabinet Members

# Democratic Services - Supporting Elected Members

## Gwasanaethau Democrataidd - Cefnogi Aelodau Etholedig

OCTOBER 2015	Event	Speaker	Invitees
<b>Thursday 1 October</b> <b>5.00pm – 6.30pm</b> <b>Room 129, City Hall</b> <b>Member Training Academy</b>	<b>Session 2</b> Code of Conduct and Interests – Update and Refresh	Marie Rosenthal	Mandatory Update All Members Co-opted Members Independent Members Community Councillors
<b>Thursday 22 October</b> <b>2pm – 4pm</b> <b>City Hall</b>	<b>Session 2</b> <b>Making a Difference</b> Member workshop on Council's change programme	Paul Orders Cllr Graham Hinchey	All Members
<b>TOPICS</b>	Organisational Development Programme	Michael Walsh Dean Thomas	Ferrier Hall: Table A
	Digital Cardiff	Ross Maude Isabelle Bignall	Ferrier Hall: Table B
	Assets & Property	Neil Hanratty Helen Jones	Ferrier Hall: Table C

# Democratic Services - Supporting Elected Members

## Gwasanaethau Democrataidd - Cefnogi Aelodau Etholedig

<b>Monday 26 October</b> <b>5.00pm (TBA)</b>	<b>Gypsy and Traveller – Elected Member Responsibilities Training</b> Training on Members' responsibilities under the Housing (Wales) Act 2014 and Equality Act 2010	Unity into the Community Project	All Members
<b>TBC</b> Two session leading to e-learning module	Councillor as a Corporate Parent & Safeguarding	Tony Young	All Members
<b>TBC</b> Two sessions	Public Engagement at Meeting – Webcasting Protocol	National Academy	Scrutiny Members All Members invited
<b>NOVEMBER 2015</b>	<b>Event</b>	<b>Speaker</b>	<b>Invitees</b>
<b>Thursday 26 November</b> <b>2pm – 4pm</b> <b>City Hall</b>	<b>Session 3</b> <b>Making a Difference</b> Member workshop on Council's change programme	Paul Orders Cllr Graham Hinchey	All Members
<b>TOPICS</b>	Organisational Development Programme	[TBC]	Room L
		Dean Thomas	Room B
	Commercialisation	Ian Allwood (Others TBC)	Room B

# Democratic Services - Supporting Elected Members

## Gwasanaethau Democrataidd - Cefnogi Aelodau Etholedig

<b>TBC</b> Two session leading to e-learning module	Being a More Effective Councillor & Personal resilience	TBC	All Members
<b>TBC</b> Two sessions	Budget Preparation 2016-17	Christine Salter	All Members
<b>DECEMBER 2015</b>	<b>Event</b>	<b>Speaker</b>	<b>Invitees</b>
<b>TBC</b> Two sessions	Scrutiny Questioning Skills – Link to Budget Scrutiny	TBC	All Members

# Democratic Services - Supporting Elected Members

## Gwasanaethau Democrataidd - Cefnogi Aelodau Etholedig

<b>JANUARY 2016</b>	<b>Event</b>	<b>Speaker</b>	<b>Invitees</b>
<b>TBC</b>	Culture Change/ Change Management	TBC	All Members
<b>TBC</b>	Corporate Plan Workshop	TBC	All Members
<b>FEBRUARY 2016</b>	<b>Event</b>	<b>Speaker</b>	<b>Invitees</b>
BUDGET BRIEFINGS – FOR BUDGET COUNCIL			
<b>MARCH 2016</b>	<b>Event</b>	<b>Speaker</b>	<b>Invitee</b>
<b>TBC</b>	TBC		

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**Briefing Note on All Wales Academy**

Accessing All Wales Academy

1. Go to <http://awa.learningpool.com>
2. Enter your username (this will be your email address, all lower case) and the password provided to you by email on 3 September 2015 as your first login  
Click/tap 'Login'

If you are returning to the site but have forgotten your username or password, select the forgotten username or password link. This will email you to relevant details to be able to continue (please note, this will be to your cardiff.gov.uk email address).

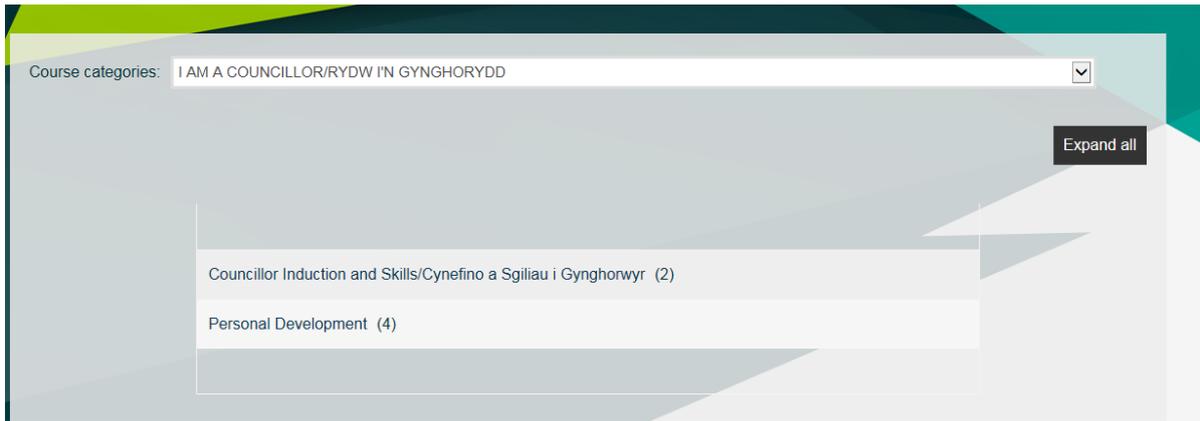


3. Once logged into the site, select the 'I am a Councillor' button from the home page to take you to Councillor specific content.



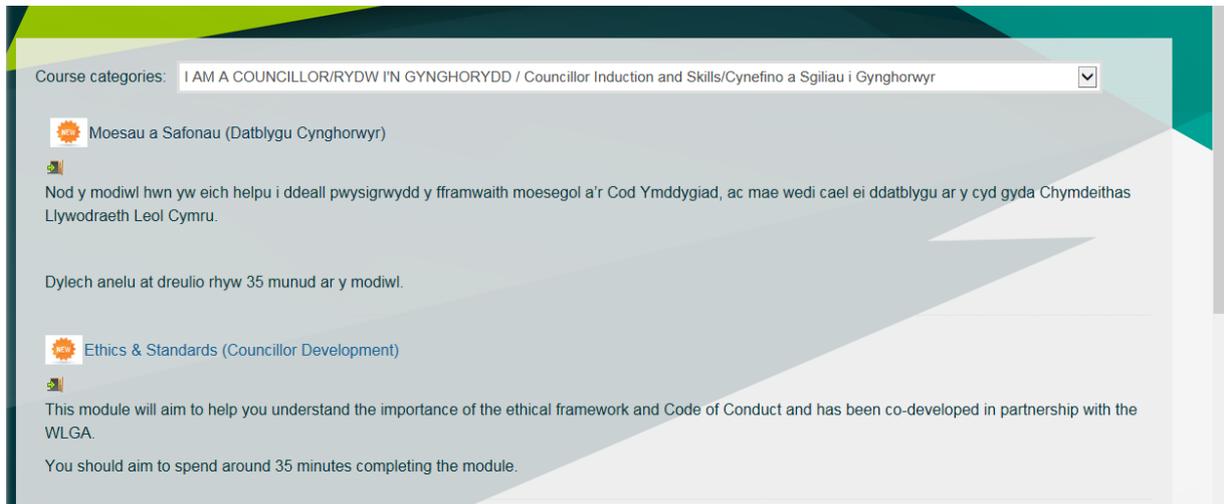
(If you have never used e-learning before, you may find it useful to select the 'First Time Here' tap at the top to access some useful videos that show you how to navigate the site and modules)

4. On the next screen you will see something similar to this:

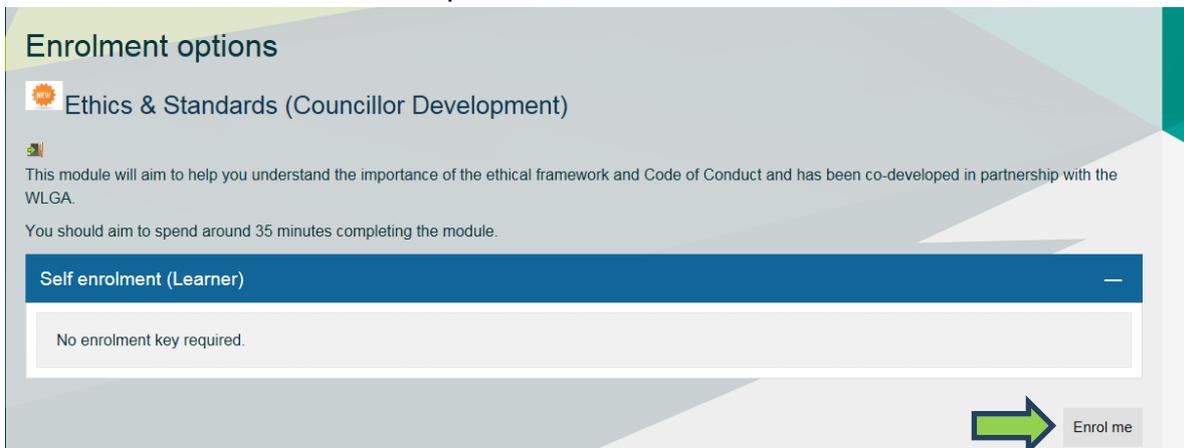


This will inform you of the categories currently available and the number of courses sitting within each of those categories.

Select one of the categories and it will expand to show the names of each of the courses with a short blurb for each, e.g:



5. To enter the module, click or tap the title of the course and select the 'Enrol me' button



6. You will then be met with the 'Topic Outline' that looks similar to this:



Click/tap the '+' to expand each section heading to access the e-learning module/ evaluation/certificate. You must complete the entire module before you are able to access the certificate.

7. Within the module, use the section blocks to move from one section to the next, the 3 bullet points to access any resources within the module and 'Exit Activity' when you wish to exit the module.



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



**DEMOCRATIC SERVICES COMMITTEE: 30 SEPTEMBER 2015**

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

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**ICT MEMBER PROJECT FEEDBACK**

**Reason for this Report**

1. To receive the evaluation of the implementation of the Member IT Project 2014-15

**Background**

2. Councillors agreed the principles of the ICT Member Project and a 'paper-lite' approach for the Council and the Business Case was signed off on this basis.
3. The ICT Member Project aimed to deliver a new agile way of working for Councillors using technology, reduce reliance on paper copies and generate savings on printing and postage costs.
4. The project out-performed the original target to equip up to 35 Councillors. 46 tablets were issued; 5 tablets have been returned; and 1 tablet has been issued to the newly elected Councillor for Pentyrch. 32 Councillors have either retaining their existing equipment or been reallocated second user devices from the Members inventory.
5. An evaluation of the project to assess the outcomes, lessons learnt and to enable IT Officers to consider any feedback and actions was undertaken in at Council on 23 July with an opportunity for Members to feedback by 7 August.

**Issues**

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

7. All hardware failures and replacements required to date have been rectified under warranty and the hardware is now more stable. The numbers of faults were not untypical to experiences of other Local Authorities in the introduction of new technology from a variety of vendors and the availability of new models being brought to market to meet demand.
8. As part of the project Members of the Committee were aware of the need for the Council to be compliant with National Public Service Network (PSN) and Payment Card Industry (PCI) Regulations and meet the Government security rules, and as a result the password be-crypt log on system for the devices is more cumbersome than previous.
9. Issues also arose with Microsoft Windows Security Patch updates and the changes to the Council Wi-Fi connection. These areas have been dealt with by IT and through one to one sessions with those Members requiring support.
10. On 25 March, 2015 Members sought assurances in the reliability of devices as a long-term solution; the impact the ICT and Democratic Services Officers on the demand of reported faults and issues; and the length of time taken to get devices back up and running if a fault occurs.
11. On 15 July 2015 (Min No 9) the ICT Service Manager advised that following discussions with the vendor three upgraded models of the Windows device were available for Members to pilot but that these needed to be configured and tested over the summer period. Members were keen that the devices not be rolled out to Members until the devices are fully tested.
12. The Committee was advised of the administrative savings on printing and postage of £28k. Members requested that a full analysis of the costs of IT support to the project were evaluated as part of the business case review.

## **Evaluation**

### Questionnaire outcomes

13. Councillors were given a short Survey consisting of multiple-choice questions about Council-provided ICT hardware and software, with space for written comments. (See attached Appendix A). The main focus of the survey was to assess outcomes and experiences of Councillors' with Windows Tablets devices.
14. 49 of 75 (65.33%) Councillors completed and returned the survey. 29 of the 49 Councillors reported that they currently have the Tablet, although some Councillors who had returned their tablets answered the questions relating to tablets.
15. Attached as Appendix B is the overview and evaluation of the survey for the Committee to receive and comment on the outcomes.

## ICT Support

16. The ICT Service Manager has undertaken a review of the service calls made in relation to the tablets as compared to service calls made to ICT by Members under the previous ICT for Members regime. The ICT Service Manager has advised that the costs of the support provided over and above normal service was £6,500.
17. There will be additional support costs to be calculated should the pilot of the upgraded models on the tablet be rolled out to Members.

## **Legal Implications**

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

## **Financial Implications**

19. The business case indicates a potential saving of £56,204 over a three year period. The cost of the new equipment has been capitalised in the current year. This has been undertaken as an invest to save scheme with the initial cost of the equipment and other facilities being financed from reductions in the cost of printing and other associated revenue budgets.
20. The end of year indicator on printing costs for Democratic Services has shown a saving of 54.49% on printing costs which in budget terms is £21,697. The target savings for 2015/16 is an additional 10%.
21. There is a risk that should Member requirements change then this will impact on the model and could result in increased costs. If this occurs, then any additional costs would have to be met from within existing Council budgets or by a drawdown from reserves.

## **Recommendations**

- (1) to receive the evaluation of the ICT Member Project as set out in Appendix B of the report;
- (2) to note that the pilot of the upgraded Windows tablet be rolled out to Councillors Goddard (supported by Councillor Dilwar Ali), Hinchey and Hyde to pilot for a period of 6 weeks.
- (3) the evaluation of the pilot be reported for consideration to Committee 20 January 2016 and a way forward be agreed at that meeting
- (4) the updated analysis of the business case as set out in the financial implications be noted.

**MARIE ROSENTHAL**

**Director, Governance and Legal Services**

23 September 2015

Appendix A: Members' IT Questionnaire July 2015

Appendix B: Evaluation report on the Members' ICT Survey

Democratic Services Committee is undertaking an evaluation of the implementation of the Members IT Project 2014/15.

Please complete this short questionnaire by **7 August 2015** and return to Committee & Members Services Room 286, County Hall, Cardiff CF10 4UW or Email to [Democraticservices@cardiff.gov.uk](mailto:Democraticservices@cardiff.gov.uk) or with a Democratic Services Officer at todays meeting.

COUNCILLOR NAME: \_\_\_\_\_

1) Which of the Member Information Technology (IT) options do you have currently? (Please tick)						
Dell Tablet	Dell Laptop	Xtreme (Computer terminal)	IPad	Smart phone	Basic mobile phone	None

**If you don't have the Dell Tablet, please skip to Question 7.**

2) How regularly do you use your tablet?			
Every day	2-3 days a week	4-6 days a week	Rarely

3) How usable do you find the following on your tablet?					
	5 (Perfectly usable)	4	3	2	1 (Unusable)
Ease of access to Council's network					
Use away from home					
Accessing emails (including historical)					
Accessing documents					
Saving documents					
Viewing Committee/ Council agendas					
Annotating documents					
Size of screen					

4) Have you found it necessary to contact IT/Members Services for any of the following:				
	Yes	No	How many times	How long have you been without a device?
Password reset				
Access to Council's network				
Microsoft upgrades				
Rebuilds because of hardware fault				
Other (please specify)				

5) Did you participate in any of the following Member Training:		
	Yes	No
Network Councillor Training on 'Starting up' June 2014		
Group Sessions with IT		
1 to 1 with Democratic Services Officer		
1 to 1 with IT Officer		
Member / Member Session run by either Councillor Cowan or Robson		

6) How would you rate your current experience with your tablet? [ Please tick ]				
Very good	Good	Reasonable	Poor	Very poor

7) If you have retained your Dell laptop or Xtreme Computer terminal, how do you find the following:					
	Very good	Good	Reasonable	Poor	Very poor
Access to Council's network					
Performance of device					
Email access (including historical)					
Accessing documents					
Viewing committee papers					

8) Please use the remaining space for any comments you wish to add regarding your experience with your Tablet, Laptop or Xtreme Computer terminal:

Thank you for participating in this evaluation, your feedback is an important part of the review process

## **Democratic Services Committee**

### **Members ICT Survey 2015**

#### **Methodology**

Councillors were given a short Survey consisting of multiple-choice questions about Council-provided ICT hardware and software, with space for written comments (see attached)

49 of 75 (65.33%) Councillors completed and returned the survey.

The main focus of the survey was to assess outcomes and experiences of Councillors' with Dell Tablets.

29 of the 49 Councillors reported that they currently have tablets, though some Councillors answered some of the questions they were asked to skip if they did not currently have a tablet. These answers have been included in the results, as they likely reflect the experiences of Councillors who used the tablets but decided not to keep them.

The answers of Councillors who retained their tablets have been analysed separately.

*[Note: Total scores are given as integers (except when noted). Averages are given to the nearest decimal point. Percentages are given as integers, which may lead percentages appearing not to add up to 100.]*

#### **Summary Overview**

The majority of Councillors (62% of Councillors who answered the question, and 54% of those who still had tablets) use or used them every day.

The most usable function of the tablets was accessing emails (3.9 on a scale of 1 to 5), while annotating documents was the least usable (2.7). Annotating documents was the only function that scored below the middle score of 3/5.

93% of Councillors who had a tablet at the time of the survey said that they have had to call ICT or Members Services for technical support, the most common reason by far being to reset their passwords. 89% of Councillors who had a tablet at the time of the survey called at least once for help resetting a password. On average, a Councillor who had to call for a password reset had to do so 3.9 times. Excluding one anomalous answer of "six months", Councillors could expect to be without their tablet for an average of 3.9 days because of a password reset.

The second most common problem was access to the Council's network, for which 52% of those with a tablet needed support. These Councillors called for help an average of 2.4 times. They could expect to be without their device for an average of 7.2 days.

12 of the 35 councillors who rated their experience with the tablets rated them "reasonable". 12 rate them either "good" or "very good" and 11 rated them "poor" or "very poor".

Councillors who retained their laptops or Xtreme terminals were more satisfied, with all of the features asked about receiving more “very good” and “good” ratings than “reasonable”, “poor”, or “very poor” assessments.

Most of the comments given were related to tablets. They focussed on:

- the slow performance;
- the long boot times;
- frequent technical issues that made them temporarily unusable, and
- the difficulty of connecting to the Council’s network (especially from within Council buildings).

Two Councillors mentioned that they preferred the old webmail provision to current options. When they were mentioned, ICT support staff were universally praised for their helpfulness.

Full analysis of each question, including illustrative graphs are contained in the following pages.

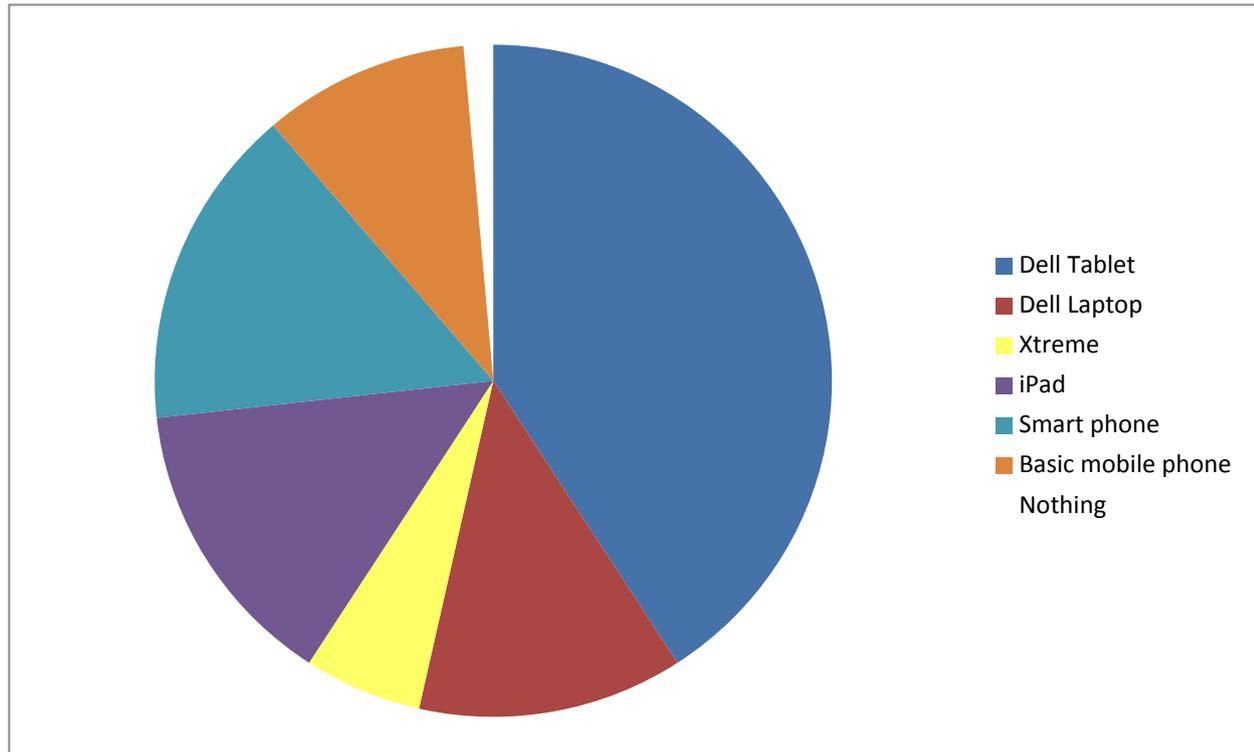
## Analysis of Members' IT Survey 2015.

### Question 1: Which of the Member IT options do you have currently?

Response rate: 49/49

Dell Tablet	Dell Laptop	Xtreme	iPad	Smart phone	Basic mobile phone	Nothing
29	9	4	10	11	7	1*
59%	18%	8%	20%	22%	14%	2%

\* One Councillor noted that they used their own iPad, so this has been recorded as "nothing" rather than a non-answer. Therefore, percentages for this question have been calculated by dividing the totals by 49.



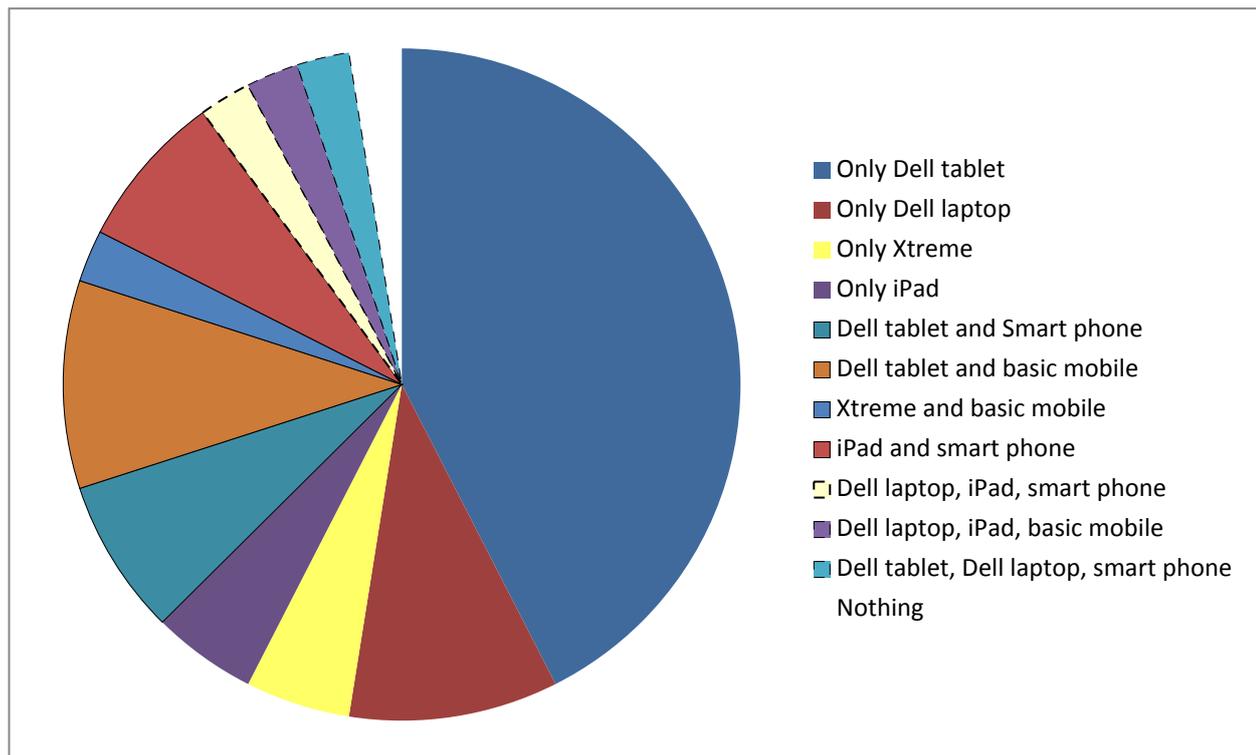
The various combinations of devices held by Councillors at the time were as follows:

Nothing
1
2%

Only Dell tablet	Only Dell laptop	Only Xtreme	Only iPad
17	4	2	2
35%	8%	4%	4%

Dell tablet and Smart phone	Dell tablet and basic mobile	Xtreme and basic mobile	iPad and smart phone
3	4	1	3
6%	8%	2%	6%

Dell laptop, iPad, smart phone	Dell laptop, iPad, basic mobile	Dell tablet, Dell laptop, smart phone
1	1	1
2%	2%	2%



\* Segments with a solid outline represent two-device combinations. Segments with a dashed line represent three-device combinations.

**Question 2: How often do you use your tablet?**

Response rate: 34/49 (29/29 who reported that they have a Dell tablet)

2) How regularly do you use your tablet?			
Every day	2-3 days a week	4-6 days a week	Rarely/never
21	4	4	5
62%	12%	12%	15%

Some Councillors filled in this section even though they did not state that they currently had tablets. Some annotated their surveys to say that they had returned their tablets.

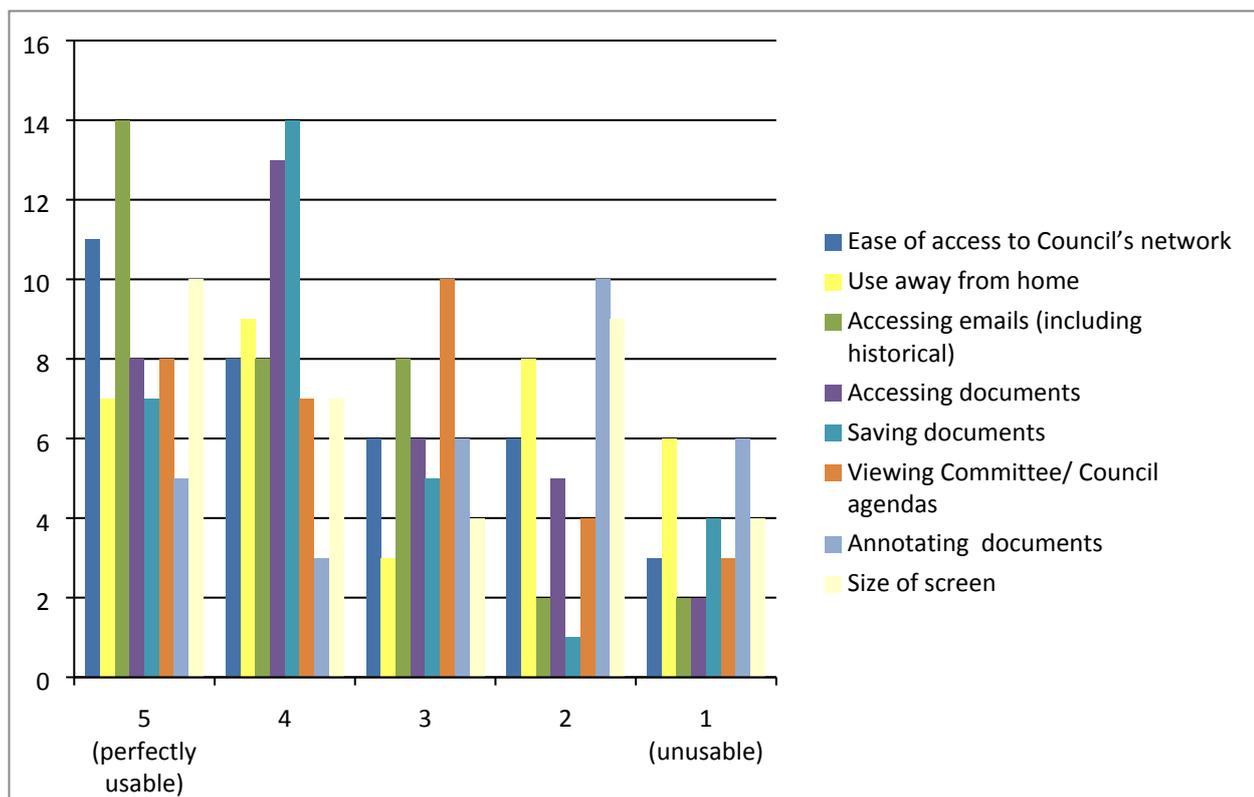
Omitting these responses, we get:

2) How regularly do you use your tablet?			
Every day	2-3 days a week	4-6 days a week	Rarely/never
14	4	4	4
54%	15%	15%	15%

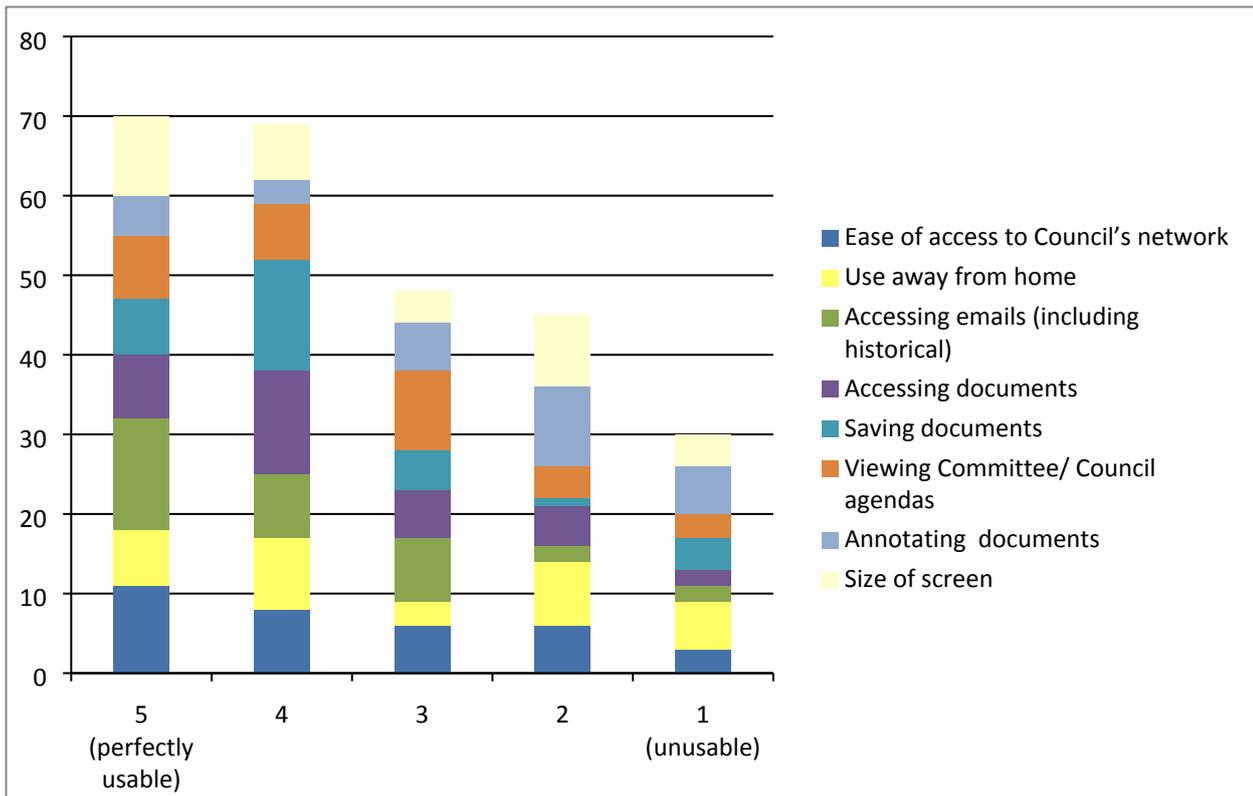
**Question 3: How usable do you find the following on your tablet? (5=Perfectly usable, 1=unusable)**

Response rate: 35/49 (27/29)

	5 (perfectly usable)	4	3	2	1 (unusable)
Ease of access to Council's network	11	8	6	6	3
Use away from home	7	9	3	8	6
Accessing emails (including historical)	14	8	8	2	2
Accessing documents	8	13	6	5	2
Saving documents	7	14	5	1	4
Viewing Committee/ Council agendas	8	7	10	4	3
Annotating documents	5	3	6	10	6
Size of screen	10	7	4	9	4
<b>Total</b>	<b>70</b>	<b>69</b>	<b>48</b>	<b>45</b>	<b>30</b>

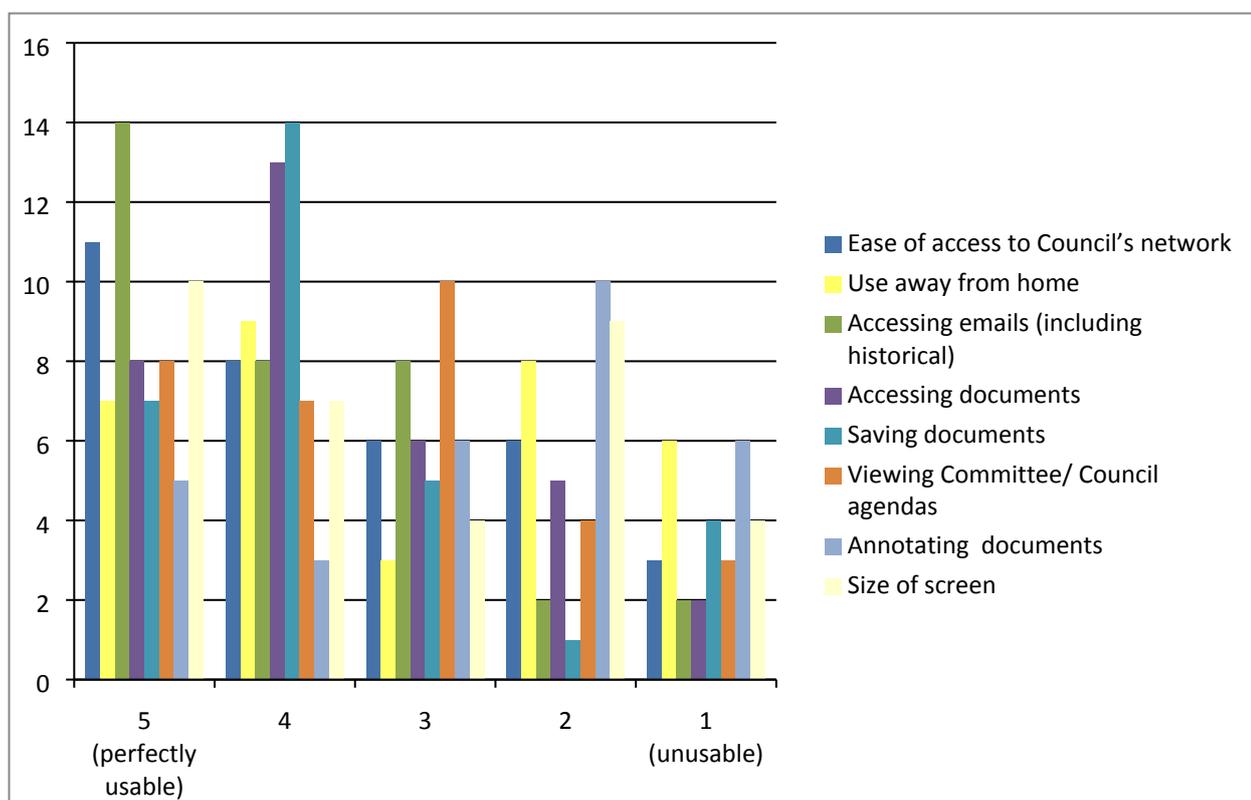


Total scores

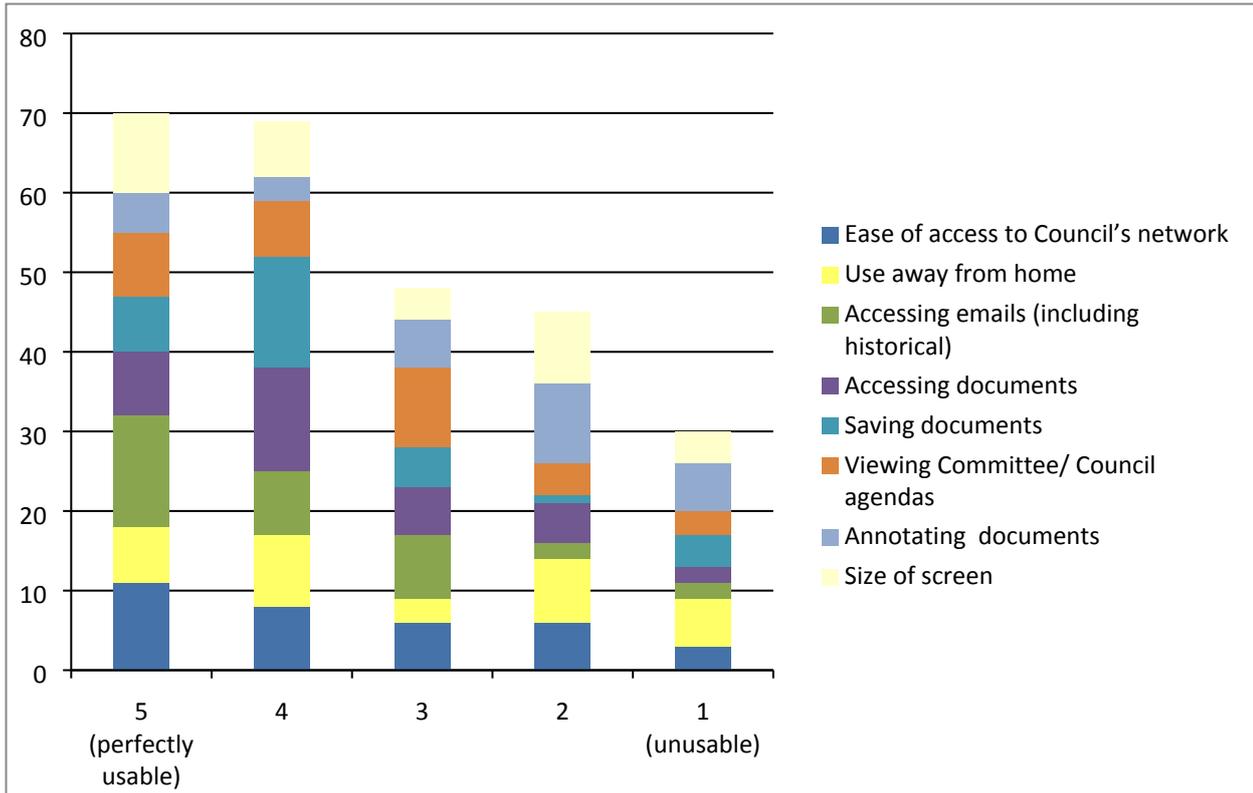


Omitting scores given by Councillors who don't report having tablets:

	5 (perfectly usable)	4	3	2	1 (unusable)
Ease of access to Council's network	9	7	5	3	2
Use away from home	4	7	3	6	5
Accessing emails (including historical)	11	7	5	2	2
Accessing documents	6	10	5	4	2
Saving documents	6	12	3	1	3
Viewing Committee/ Council agendas	7	6	6	4	2
Annotating documents	3	2	6	9	3
Size of screen	6	6	4	8	2
<b>Total</b>	<b>52</b>	<b>57</b>	<b>37</b>	<b>37</b>	<b>21</b>



Total scores



#### 4: Have you contacted IT/Members Services for:

Response rate: 36/49 (27/29)

	Total	Percentage*
Password reset	33	92%
Access to Council's network	18	50%
Microsoft upgrades	13	36%
Rebuilds because of hardware fault	18	50%
Other (please specify)	6	17%

Omitting scores given by Councillors who don't report having tablets:

	Total	Percentage
Password reset	24	89%
Access to Council's network	14	52%
Microsoft upgrades	11	41%
Rebuilds because of hardware fault	15	56%
Other (please specify)	3	11%

Percentages here, as with other percentages in this report, are of those who gave an answer to this question. An improvement to future studies would be to give an opportunity for Councillors to state that they have not ever called for support. This would allow us to distinguish between Councillors who haven't sought technical support and Councillors who have just skipped the question.

#### 4b: How often have you contacted IT/Members Services for?

Response rate: 17/49 (15/29)

	Average	Total
Password reset	3.5	46
Access to Council's network	2.4	16.5*
Microsoft upgrades	1.0	5
Rebuilds because of hardware fault	1.0	8
Other (please specify)	1.0	1

\*One Councillor answered "2 or 3 times" so this answer was averaged.

Omitting scores given by Councillors who don't report having tablets:

	Average	Total
Password reset	3.75	45
Access to Council's network	1.9	11.5
Microsoft upgrades	1.0	5
Rebuilds because of hardware fault	1.0	7
Other (please specify)	1.0	1

**4c: How long have you been without a device because of: (in days)**

Response rate: 14/49 (13/29)

	Total	Average
Password reset	33.5*	5.6*
Access to Council's network	36	7.2
Microsoft upgrades	22	7.3
Rebuilds because of hardware fault	76	8.4
Other (please specify)	7	7.0

\*This excludes one anomalous response of "six months".

Omitting scores given by Councillors who don't report having tablets:

	Total	Average
Password reset	33*	6.6*
Access to Council's network	36	7.2
Microsoft upgrades	22	7.3
Rebuilds because of hardware fault	76	8.4
Other (please specify)	7	7.0

\*This excludes one anomalous response of "six months".

**5: Did you participate in any of the following Member Training:**

Response rate: 36/49 (28/29)

Note that these percentages are a percentage of those who answered the question. The questionnaire asked Councillors to tick a box if they had attended, so some may have skipped the question without answering "no".

	Total	Percentage
"Starting up"	14	39%
Group Sessions with IT	10	28%
1 to 1, Dem Services Officer	10	28%
1 to 1, IT Officer	22	61%
Member/Member Session, Cllr Cowan or Robson	15	42%

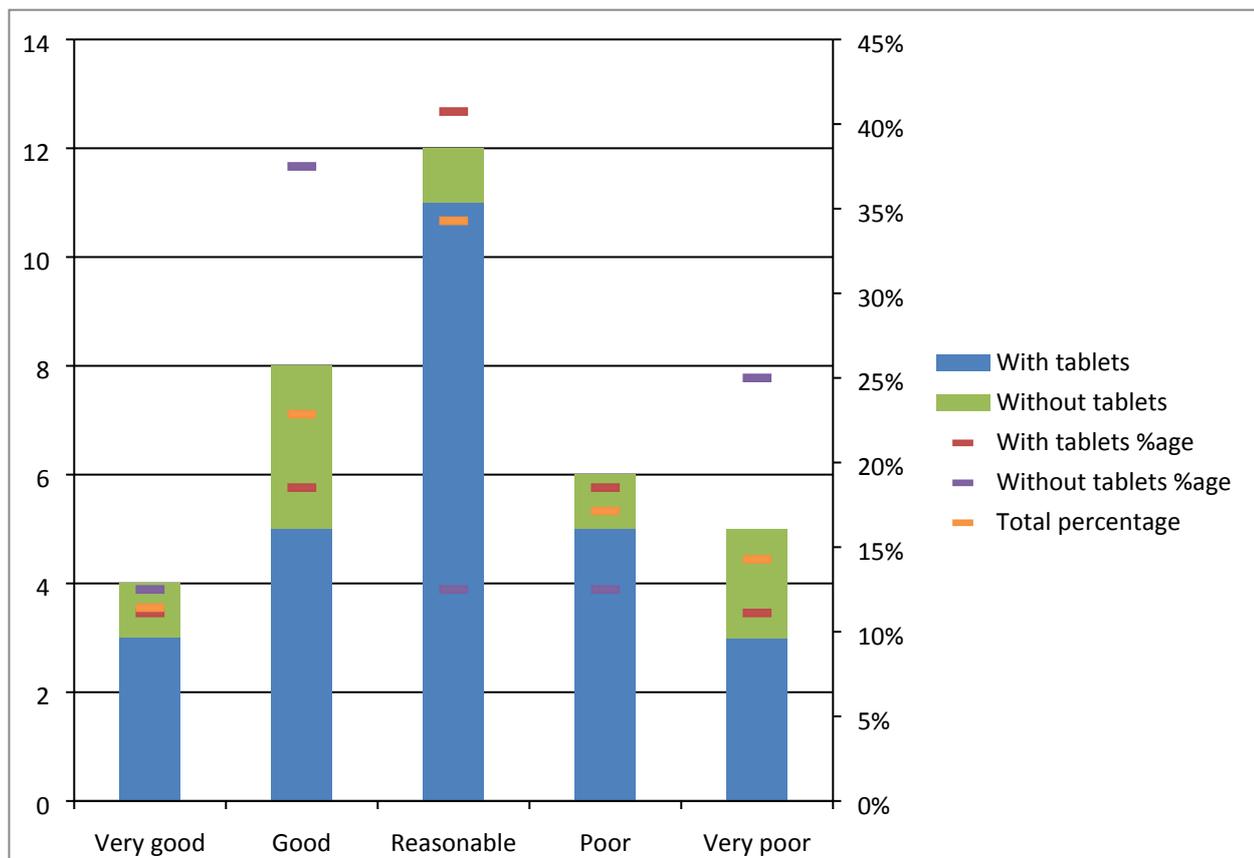
Omitting scores given by Councillors who don't report having tablets:

	Total	Percentage
"Starting up"	13	46%
Group Sessions with IT	9	32%
1 to 1, Dem Services Officer	8	29%
1 to 1, IT Officer	17	61%
Member/Member Session, Cllr Cowan or Robson	13	46%

## 6: How would you rate your current experience with your tablet?

Response rate: 35/49 (27/29)

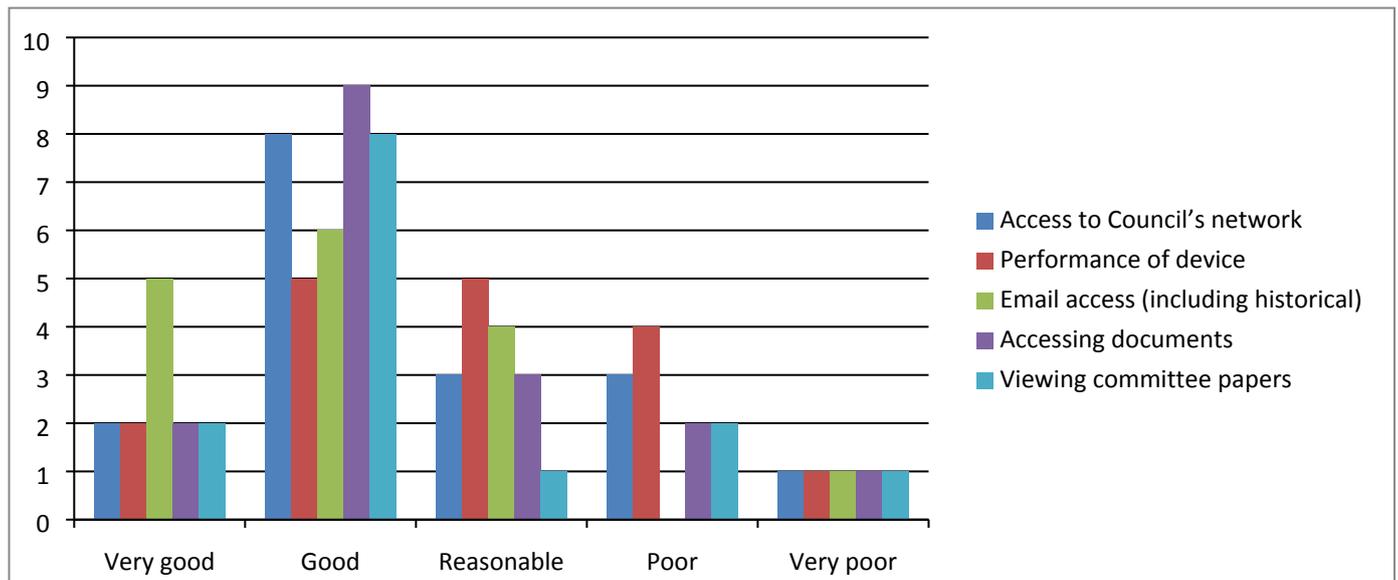
		Very good	Good	Reasonable	Poor	Very poor
With tablets	Total	3	5	11	5	3
	Percentage	11%	19%	41%	19%	11%
Without tablets	Total	2	1	1	3	1
	Percentage	25%	13%	13%	38%	13%
Total	Total	5	6	12	8	4
	Percentage	14%	17%	34%	23%	11%



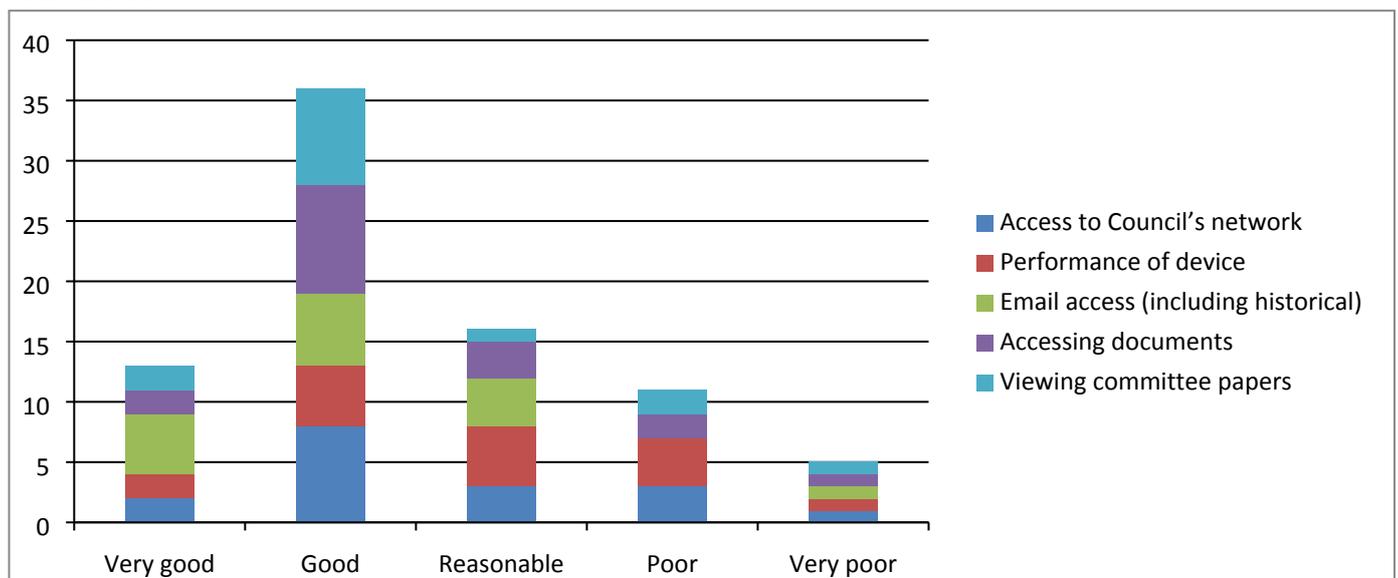
**7: If you have retained your Dell laptop or Xtreme Computer terminal, how do you find the following:**

Response rate: 17/49

	Very good	Good	Reasonable	Poor	Very poor
Access to Council's network	2	8	3	3	1
Performance of device	2	5	5	4	1
Email access (including historical)	5	6	4	0	1
Accessing documents	2	9	3	2	1
Viewing committee papers	2	8	1	2	1
<b>Total</b>	<b>13</b>	<b>36</b>	<b>16</b>	<b>11</b>	<b>5</b>



Total scores



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



**DEMOCRATIC SERVICES COMMITTEE:**

**30 September 2015**

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

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**MEMBER SERVICES: SUPPORT FOR MEMBERS**

**Reason for this Report**

1. To update the Committee on the provision of staff, accommodation and other resources made available to support members.

**Background**

2. The Local Government (Wales) Measure 2011 requires the Council to appoint a Democratic Services Committee. The Committee's duties include keeping under review the provision of staff, accommodation and other resources made available to support elected Members when carrying out their representational roles.
3. The Committee and Members Services team of 5 officers led by the Committee & Member Services Manager, provide a politically impartial service to all Members of the Council. They support, inform and record the work of the council and committees. They make the Council's meetings and information about those meetings accessible to the general public, and they maintain a public record of all Member level decisions and documents in trust for the public. The service also supports the Member Development Strategy, Members' ICT and provides a limited degree of personal support for Members in dealing with case work correspondence and other Governance related tasks.
4. Improved accommodation to support the work of Members at County Hall has been put in place over the last 18 months. The Scrutiny and Equality teams have been co-located alongside Committee room 4 and Scrutiny Committee Chairs' rooms to ease communication and joint working. Offices are provided for all the Scrutiny Committee Chairs and the Chairs of Planning and Regulatory Committees. Private offices are also provided for each of the political groups represented on the Council. A new office has been made available for the use of the independent Chairs of the Audit Committee and the Standards and Ethics Committee. Additional and improved work stations have also been provided in the Members' Lounge and Library at County Hall.

5. Improved accommodation is also being made available for Members at City Hall. The current Members' Business Office is being moved to be co-located with a new Training room for Member Development events. Plans have been discussed and agreed with the Political Group Whips. This will create additional business space for Members in City Hall and also release the current Members' Business' office as a bookable space that can attract revenue from conference and business space bookings.
6. The Members Handbook sets out details of the support services for elected members. The current edition needs updating to reflect the reduced resources now available

### Resources 2014/15

7. Budget savings of £454,000 for the whole of the Democratic Services Directorate for 2014/15 were agreed representing 29.9% of the net controllable budget. These savings have now been fully implemented resulting in significantly reduced resources for member services and general support for the current year 2015/16.
8. They included £246,000 in Scrutiny Services reflecting the deletion of four vacant posts together with an increased income target. Savings of £183,000 were also agreed in Committee and Member Services including deletion of vacant posts, acceptance of voluntary severance applications and a restructure of management responsibilities, clerking fewer meetings and more efficient use of ICT.
9. Further savings of £16,000 were also required with the removal of committee general expenditure budgets and £9,000 from the removal member refreshment budgets and the budget for Council Year Books.

### Resources 2015/16

10. This pattern of reduced spending continued into the current year. Further savings of £218,000 from Democratic and Member Support budgets were required in 2015/16 as set out below.

	<b>Mini restructure to reduce administrative, legal and protocol support to County Clerk &amp; Monitoring Officer</b> - reduction of 4.5 FTE posts.	£181k
	<b>Reduce Member Expenses and Support Services</b> - by removing Dictabank services, reduction in training and mayoral expenses.	£37k

11. These savings have now been fully realised resulting in reduced administrative support to the Lord Mayoralty and all non-executive Members. It is now no longer possible to provide dictation and Word Processing Facilities for Members. Similarly officers can no longer provide support to create Ward Newsletters and/or Ward Surgery

notices. There are also limits on the amount of photocopying and casework assistance that can be provided. A range of stationery, including headed notepaper and envelopes continues to be provided to each Member as required.

### **Investment in Technology**

12. To mitigate the impact of these savings, a strategy was agreed with the Committee based on an all Member survey to introduce new more efficient ways of working with more reliance on technology and supporting Members to become more independent in dealing with correspondence, case work and meeting management.
13. There has been significant investment in the office systems and processes for Democratic Services with the introduction of the modern.gov software in May 2015. This has led to a much improved service for Members and the public in accessing committee papers on the website and maintaining an accurate public record of all decisions. It has also transformed the working practices of the committee support officers. There are more benefits to be realised now that the system is in place which will be reported to the Committee in due course.
14. The Committee has also sponsored the recent Members ICT project reported elsewhere on the Agenda. This has allowed Members to become more self-sufficient in managing their case work, correspondence and diaries. Members are entitled to a council phone and many have migrated to mobile devices and tablets. This has resulted in savings on direct line rental phones. Many Members have also installed private Wi-Fi and broadband at home enabling them to cease council funded broadband services. This has also resulted in a significant reduction in printing costs which is monitored on a monthly basis for the directorate performance information.
15. We have also introduced in 2015 a new Member On Line Information Service to improve the library, research and information services and resources elsewhere available in Cardiff and across Wales and the UK. There is more to do in developing this service to meet Members' needs which can form part of the Committee Work Plan for the remainder of the year.
16. The Committee has also reviewed the Member Enquiry System which provides dedicated officer support during the working day in C2C for members' casework and tracks member enquiries and the time taken to respond.

### **Members Support Services 2015/16**

17. Annex A sets out in summary form details of the support services that can continue to be offered to all Members by the current staff group alongside statutory committee work.

## Posting and Copying Services

18. The Committee is requested to form a view, in the light of the reduced staffing, on continuing the historic services for posting and copying documents. Previously usage guidelines have been agreed with Group Whips. We have only been able to maintain this service into 2015/16 by employing a temporary officer on a part time basis. However there is no permanent funding for the role. Most Members do not in fact make use of the service. All Members are set up to use 'Printsmart' copiers at City and County Hall.
19. Previously on a monthly basis, Members could claim Ward related correspondence in moderate amounts as individual or copied to no more than 10 households (otherwise subject to prior agreement and workload) by franked mail paid. It is recommended that this service cease and Members do their own copying.
20. Members could also claim up to 250 photocopies of a document, each document not to exceed 4 sides of A4 (2 sheets) of A4 (with a maximum per calendar month of 500) for self-distribution. It is recommended that this copying service cease with Members doing their own copying.
21. Additionally Members could claim 50 duplicated letters/documents to be posted per Member by 2nd class post, each job not to exceed four sides of A4 sheets (2 sheets) (with a maximum per calendar month of 100). Any letters or documents over and above this allocation may be processed for the elected Member to deliver themselves up to a maximum of 250. It is recommended that this service continue on the basis Members arrange their own photocopying.
22. Annually, Members are entitled to claim 2nd class stamps for use on Council business related correspondence- up to £50 value 2nd class stamps per year, upon submission of a claim form. It is recommended that this service continue.

## Legal Implications

The use of resources by Elected Members is governed by two principle factors:

1. the use of Council resources must comply with the Members Code of Conduct.

Rule 7 paragraph (b) of the Members Code of Conduct includes the following requirements:

You must **not** use, or authorise others to use, the resources of your authority:

- (i) imprudently;
- (ii) In breach of your authority's requirements;
- (iii) Unlawfully;

- (iv) Other than a manner which is calculated to facilitate, or to be conducive to, the discharge of the functions of the authority or of the office to which you have been elected or appointed;
  - (v) Improperly for political purpose; or
  - (vi) Improperly for private purpose
2. the overall use must be within the current available resources of Committee & Members Services

Council resources are provided to assist members in performing their functions as an Elected Member, but those functions need to be distinguished from party political or personal activities. Council resources are not available for the latter activities.

### **Financial Implications**

*There are no direct new financial implications arising from this report.*

### **Recommendations:**

That the Democratic Services Committee:

1. Notes and agrees the position for 2015/16 in relation to the provision of staff, accommodation and other resources made available for Democratic Services as set out in the report and annex A
2. Considers the proposed service reductions to the postage and copying services set out in paragraphs 18-22.
3. Authorises the officers to update the Member Handbook and inform all Members of the revised service provision for member support.

**MARIE ROSENTHAL**  
**DIRECTOR OF GOVERNANCE AND LEGAL SERVICES**  
**23 September 2015**

**MEMBERS SERVICES : SUPPORT FOR MEMBERS 2015/16**

Democratic Services is a part of the Governance & Legal Services Directorate and administers the following services for Members.

Governance

*Council Governance*

- Constitution
- Register of Political Groups
- Code of Conduct

*Member Governance*

- Declaration of Acceptance of Office
- Cardiff Undertaking
- Register of Individual Member Interest
- Outside Bodies Membership administration of Register and notification
- Conference and Events Register
- Hospitality Register

*Support to All Members*

- Responsibility for Members ICT/Telephone/Broadband
- ICT Troubleshooting support
- Modern.gov
- Webcasting
- Members Online Library
- Member Allowances and Expenses
- Taxi Account
- Member Enquiry System
- Correspondence
- Members Surgeries
- Room Bookings
- Welsh Translation arrangements
- Members Diary
- Member Attendance record
- Annual Reports

*Support to Non-Executive Members*

- Planning Committee Site visits
- First Point of contact – signpost for Members
- Petty Cash / Postage Stamp Allowance
- Braille Translation

*Corporate Support*

- Emergency Management rota
- Fire Warden
- First Aid
- Health and Safety

## Member Development

- Members Development Strategy
- Member Development Annual Programme
- Arranging /Liaising with Trainers/ Speakers
- Arranging rooms & technology
- Member Development course material
- Notification of Member briefings

## Direct support for the following Committees and Panels

- Council,
- Regulatory: Council Appeals, Planning, Planning (Policy), Public Protection and Licensing and Licensing Sub Committees;
- Governance: Appointments Committee, Audit, Constitution, Corporate Parenting, Democratic Services, Employment Conditions, Standards and Ethics Committees,
- Scrutiny: Economy and Culture, Environmental, Children and Young People, Community and Adult Services and Policy Review and Performance Scrutiny Committees
- Joint Committees: Glamorgan Archives; Prosiect Gwyrdd Other: Business, Employment Conditions, Schools Sub, Standards and Ethics, Constitution and Council Appeals Committees, Bilingual Cardiff
- Officer Meetings: Senior Management Team, Organisational Development Board, Investment Review Board, Enabling Board, Joint Partnership Board (Trade Unions), Election Project Team,
- School Admission and Exclusion Appeals
- Representing Democratic Services at corporate meetings as Welsh Language Co-ordinators, Sustainability Advocates
- Ad hoc meetings

## *Public Engagement*

- Public questioners at Council
- Hosting attendees and visitors
- Petitions

## *Liaison with Outside Bodies*

- WLGA
- Independent Remuneration Panel
- WAO
- Range of Outside Bodies
- Schools and Universities

*Project Management*

- Members ICT Project – Agile Working
- Modern.gov
- Webcasting
- City Hall Conference System
- Standard and Ethics Conference