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## AGENDA

<b>Committee</b>	DEMOCRATIC SERVICES COMMITTEE
<b>Date and Time of Meeting</b>	MONDAY, 14 JANUARY 2019, 5.30 PM
<b>Venue</b>	COMMITTEE ROOM 1 - COUNTY HALL
<b>Membership</b>	Councillor Jones-Pritchard (Chair) Councillors Burke-Davies, Goddard, Goodway, Kelloway, Lister, McKerlich, Naughton, Keith Parry, Sandrey and Wong

### 1 **Apologies for Absence**

To receive apologies for absence.

### 2 **Declarations of Interest**

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

### 3 **Minutes** (*Pages 3 - 8*)

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

### 4 **Elected Member learning and Development Strategy** (*Pages 9 - 30*)

### 5 **Elected Member Role Descriptions** (*Pages 31 - 56*)

### 6 **Democratic Services Annual Report 2018** (*Pages 57 - 60*)

### 7 **Democratic Services Performance Report**

### 8 **Forward Work Programme** (*Pages 61 - 64*)

### 9 **Urgent Items (if any)**

### 10 **Date of Next Meeting**

The provisional dates for the next 2 meetings of this Committee are July 2019 and January 2020.

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**Davina Fiore**

**Director Governance & Legal Services**

Date: Tuesday, 8 January 2019

Contact: Andrea Redmond,  
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DEMOCRATIC SERVICES COMMITTEE

1 OCTOBER 2018

Present: Councillor Jones-Pritchard(Chairperson)  
Councillors Goddard, Goodway, Kelloway, Lister, McKerlich,  
Murphy, Naughton, Keith Parry and Wong

1 : ACKNOWLEDGEMENT

The Chairperson on behalf of the Committee congratulated Councillor Jennifer Burke-Davies on the birth of her twins In September.

The Chairperson welcomed Councillor Ramesh Patel as the Chair of the Scrutiny Chairs Liaison Forum who was in attendance for the item on Member Development, and Councillor Fenella Bowden as an Independent Member who had asked to observe the meeting. The Chair invited both Councillors to participate in the meeting.

In addition, the Chairperson welcomed Mr. Gary Jones, Head of Democratic Services was welcomed to his first meeting of the Committee.

2 : CHAIRPERSON, MEMBERSHIP AND TERMS OF REFERENCE

It was noted that Council 24 May 2018: -

1. appointed the following Members to the Committee:  
Councillors Burke-Davies, Goddard, Goodway, Jones-Pritchard, Kelloway, Lister. McKerlich, Murphy, Naughton, Keith Parry, Sandrey, Singh and Wong.
2. Re-elected Councillor Jones-Pritchard as Chair of the Committee.
3. Approved the terms of reference for the committee as follows:
  - i To carry out the Local Authority's function of designating the Head of Democratic Services;
  - ii 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;
  - iii To make reports, at least annually, to the full Council in relation to these matters.

3 : DECLARATIONS OF INTEREST

There were no Declarations of Interest for this meeting

#### 4 : MINUTES - 24 MAY 2018

The minutes of the meeting held on 24 May 2018 were approved as a correct record and signed by the Chairperson.

#### 5 : MEMBER DEVELOPMENT PROGRAMME

The Chairperson advised that this item would be taken first following a request from Councillor Patel.

The report set the legislative context and purpose of the report, and reported on: -

- Learning and Development session held since the last meeting;
- take up of Councillors of On-line Learning modules;
- Essential, Committee specific and skills session previously agreed by Committee 5 February 2018;
- Outcomes from the recent WAO enquiry into Scrutiny “Fit for the Future” and an action plan being developed with Scrutiny Chairs on Scrutiny Members development and learning opportunities.

The Head of Democratic Services (HoDS) identified proposed primary learning activities including Committee specific to be undertaken in the next 5 months. To facilitate Members learning activities he proposed that a timing of Meeting Survey be undertaken.

The HoDS drew the Committee’s attention to the need for a fit for purpose framework to support the individual and collective development requirements of Councillors and proposed to develop a Member Development Strategy to ensure that appropriate Member Learning and Development opportunities are identified and prioritised to ensure clarity of purpose going forward.

The Committee, in considering the recommendations of the report made the following observations:

- requirements of newly Elected Councillors differ greatly from those of long serving Members;
- political groups provide valuable support to Elected Members including mentoring, however mentoring/ buddying and learning from others good practice particularly around managing casework and signposting were opportunities that should be made available to all Members;
- Learning and development opportunities can be provided in a variety of ways including via all member briefings; workshops; small group session on specific topics or by Committee, but that all opportunities need to be well presented and meaningful;
- Supported the proposal for regional events including joint learning sessions to share costs and provide consistency in learning;
- Externally provided sessions, in particular around legislative or statutory matters have proved valuable to Members in the past.
- the evaluation of the training so far should be revisited to assess what Elected Members found beneficial from sessions that have been held, and that feedback immediately after sessions was essential

- It was recognised that the work of Elected Members is varied and comes with challenges, in particular for those Members who also work and have families. It was felt that more could be done to inform potential candidates of the commitments and requirements so they are better equipped to deal with the role.
- That Elected Members should be encouraged to learn from experiences and opportunities readily available to them such as attending Scrutiny, Regulatory Committees; becoming Members of different Committees; shadowing other Members etc.;
- That signposting to self-learning provides Elected Members with a wider range of opportunities.

The Committee discussed the benefits of offering a range of timings of sessions, and proposed that rather than undertaking a Survey of Timings that Members be asked whether they would be interested in attending and the benefits to them of session by topic so that an assessment is undertaken on the value to Elected Members of the session.

The Committee supported the development of a Member Learning and Development Strategy as the framework document to provide clarity to all Elected Members on expectations for essential learning and other learning opportunities and suggested that this be developed in consultation with Party Group Whips who can provide the feedback from Groups. It was also proposed and agreed that the Independent Member should be invited to participate with the Party Group Whips.

RESOLVED – That

1. Elected Members be surveyed on topics of the Primary Training activities planned for the next 5 Months;
2. The Committee Specific Training subject to the finalisation of topic and session be opened up to participation by all Elected Members as a Learning and awareness opportunity;
3. The Head of Democratic Services be authorised to arrange and or reschedule the events following the outcomes of the survey;
4. The Head of Democratic Services in consultation with the Party Group Whips and Independent Member develop a Member Development Strategy for approval by the Committee at the next meeting in January 2019.

## 6 : DEMOCRATIC SERVICES - ACTIVITIES & SERVICE SUPPORT MATTERS

The report updated the Committee on the performance of the Council's Democratic Services, in particular in relation to performance monitoring on Members Enquiries; take up of Members using Modern.Gov; printing targets; number of viewers of the webcast of Council, Planning and Scrutiny meetings and the submission of Annual Reports by Members.

The Committee discussed the benefits and dis-benefits of the Members Enquiry System, in particular around standard responses; responses that do not answer the enquiry; the escalation policy and the closure of enquiries. Members were advised that the Members Services Support officers allocated to each cluster of Members are able to link enquiries; reopen enquiries; chase agents for specific response and that here is an escalation process supported by the Committee & Members Services Manager to deal with issues raised by Members at a Senior Management level. The Manager advised that the team were proactive in dealing with enquiries and ensuring Members were responded to and received the necessary information for them to respond as fully as possible to constituents.

The Committee reinforced issues highlighted in the report in relation to IT infrastructure and the need for significant improvements in connectivity to enable Members to work effectively. The Committee was advised that these issues had been raised formally with the Chief Officer Digital Services.

RESOLVED – That the report and comments received from Elected Members be noted and an update be provided to the next meeting of the Committee.

7 : SUPPORT AND SERVICES COMPARISON AGAINST THE WELSH LOCAL GOVERNMENT ASSOCIATION (WLGA) CHARTER FOR MEMBER SUPPORT AND DEVELOPMENT

The report provided the Committee with an analysis undertaken by the Head of Democratic Services against the Wales Local Government Association (WLGA) Member Standard Charter for Member Support and Development. This provide the Committee with a benchmark position of how Cardiff was performing against good practice criteria set by the WLGA.

Cardiff scored as follows:

Status	
Red	Does not meet 3 of the 19 criteria without the introduction of new processes
Amber	With some significant change to current process 6 out of 19 criteria would be met
Green	10 of the current criteria are met or can be met with minimal change.

The Committee discussed the assessment and a number of observations were made:

- the opportunities outside of the political arena such as Democracy Week of raising awareness of the role of a Councillor to prospective candidates and to work with agencies such as Welsh Government to improve the diversity of candidates coming forward for nominations
- concerns that the importance of the representational role of a councillor is being lost in the melee of processes which is diluting the recognition of Elected Members roles by the officers of the Council.

RESOLVED – That

1. the analysis undertaken of Cardiff Council against the WLGA Member Support and Development Charter be noted;
- 2 the Head of Democratic Services consider how ‘the Council’ can better recognise and meet the demands of Elected Members more effectively.

8 : MEMBER ROLE DESCRIPTIONS

The report provide the Committee with the suite of model Elected Member Role Descriptions produced by the WLGA and adopted without amendments by this Council in December 2013, and other role descriptions that exist within the Council. The Committee was requested to assess if these fully met the expectations of roles within Cardiff Council and if there were any other roles that needed to be identified so that a report could be submitted to Full Council to adopt Role Descriptions for Members.

It was considered that the role description for a Group Whip was straying into ‘political’ territory although it was recognised that an idea of what is expected or a Group Whip from the Council’s perspective was valuable to new Whips.

The importance of including from the Cardiff Undertaking the Members responsibility as a Corporate Parenting and Safeguarding was recognised as well as a role description for the Chair and Members of the Corporate Parenting Committee.

RESOLVED –That

1. the Head of Democratic Services set up a working group of 3 – 4 Elected Members to review the role descriptions;
2. the role and person specification for a Chair and Member of the Corporate Parenting Committee be included for adoption as part of any future report;
3. the Sub Group report back to Committee in January to enable a report to be submitted to Full Council in the new year.

9 : FORWARD WORK PROGRAMME

The Committee was asked to consider its future Work Programme and the following items were agreed for the next meeting:-

- Member Learning and Development Strategy and proposals for a 6 month development programme
- Member Role Descriptions
- Service Update
- Forward Work Programme

RESOLVED – That the revised forward work programme be noted.

10 : URGENT ITEMS (IF ANY)

There were no urgent items.

11 : DATE OF NEXT MEETING - 14 JANUARY 2018 AT 5.00PM

The meeting terminated at 6.20 pm



## **REPORT OF THE HEAD OF DEMOCRATIC SERVICES**

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### **DRAFT ELECTED MEMBER LEARNING & DEVELOPMENT STRATEGY**

#### **Reason for this Report**

1. The purpose of this report is recommend that the Democratic Services Committee endorse the Draft Elected Member Learning & Development Strategy 2019-22 as attached at **Appendix A** and that the agreed strategy be presented to Council in March 2019 with a recommendation for its approval and adoption from this Committee.

#### **Background**

2. The role of a Councillor is complex and challenging and the political, legislative and local landscape in which they work is changing constantly. Communities have high expectations of their elected representatives from the day of their election throughout their period of office. Both new and experienced Councillors need appropriate support, information and professional development to undertake their complex and evolving roles.
3. An Elected Member Learning and Development Strategy sets out the approach that an Authority via its Democratic Services Committee takes regarding the development and support of its Elected Members. It should include:
  - a commitment to support the development needs of all Elected Members in order to assist them in carrying out the roles which they undertake during their term of office.
  - a process for identifying the local and national, collective and individual development needs of all members.
  - the provision of a personal review process which is available to all Members and which will enable them to review and identify their personal development needs.
  - a methodology for responding to the development needs of Members identified in their personal reviews.
4. At its meeting on 01 October 2018 the Democratic Services Committee agreed that the Head of Democratic Services, in consultation with the Party Group Whips and an Independent Member, develop a Member Development Strategy for approval by the Committee at the next meeting in January 2019.

#### **Development of the Strategy**

5. The Head of Democratic Services worked with officers including Senior Management Team and the Monitoring Officer to develop the initial draft Elected Member Learning

and Development Strategy. Development meetings were established with the Group Whips and the Independent Member on 19 November and 10 December 2018.

6. The initial feedback on the draft strategy for the Group Whips was generally positive and the following feedback was provided:
  - Support for the Wellbeing of Elected Members should be enhanced within the strategy.
  - That Members be supported when undertaking e-learning which supplements or replaces formal learning sessions.
  - That a bespoke WLGA Leadership Programme for the Elected Members from Cardiff Council be considered if there was sufficient interest (12 - 15 Elected Members).
  - Further consideration and review of the Strategy would be undertaken by email rather than using formal meetings.
7. Revisions were made to the draft strategy which was then reviewed by the Chair of the Democratic Services Committee. The revised draft strategy was re-circulated to all Group Whips and the Independent Member.
8. Further minor changes were proposed which included :
  - The amendment of Phase 4 – Identifying the Needs of Individual Councillors – Page 9 to read:  
*“All Elected Members and in particular those who have been newly elected, will have an opportunity to discuss their learning and development needs:*
    - *with a suitable mentor as part of their induction;*
    - *as part of a peer review process where learning and development requirements can be identified.”*rather than “Newly Elected Members” as stated in the original version.
  - Member Development Activity Survey – Page 13  
*Elected Members will be surveyed within the first twelve ~~six~~ months following the Local Government Elections to help inform the number of topics, frequency and timings of development events that will be held.*  
  
This amendment will provide the newly Elected Members more time to settle into their role as a Councillor before undertaking the survey.
- The document formatting was updated to following receipt of the proposed amendments.

## **Approval and Adoption**

9. Following endorsement by the Democratic Services Committee the formatting of the Draft Learning and Development Strategy will be updated with appropriate graphics and layouts.
10. It is anticipated that the a report from the Democratic Services Committee will be submitted to Council on 28<sup>th</sup> March 2019 requesting approval and adoption of the Draft Learning and Development Strategy.

11. Following approval and adoption the Strategy will be translated into Welsh and uploaded to the Modern.gov Library and made publically available on the internet.

#### Review of the Elected Member Learning and Development Strategy

12. To ensure that the Elected Member Learning and Development Strategy remains an effective tool for Elected Members, it is planned that the strategy will be reviewed in the autumn of 2020 or in response to relevant changes to legislation or to the Authority.

#### Legal Implications

13. Section 7 of the Local Government (Wales) Measure 2011 requires local authorities to secure the provision of reasonable training and development opportunities for its members. Each member should also have the opportunity to have a review of their training and development needs on an annual basis. If a member decides to have an annual review of their training and development needs, the authority must ensure that the review includes an opportunity for an interview with someone who they consider to be “suitably qualified” to advise about the training and development needs of a member.
14. In considering these requirements, regard must be had to the statutory guidance issued by the Welsh Ministers. The guidance recommends that the Democratic Services Committee (DSC) has overall responsibility for deciding what should be regarded as reasonable training and development opportunities as part of its function of providing support to members to carry out their functions. It also notes that ‘The agreed, training and development opportunities could be contained within a published development strategy. The Welsh Local Government Association’s Charter for Member Support and Development (“the Charter”) could be used for guidance purposes by local authorities in developing their strategies. Local authorities may wish to consider the requirements to achieve the Charter when developing their strategies and programmes.’ (Guidance paragraph 2.10).
15. The Democratic Services Committee has responsibility for overseeing the support services provided to Members, ensuring they are adequately resourced and reporting any recommendations to Council.

#### Financial Implications

13. There are no direct financial implications arising from this report. The Draft Elected Member Learning and Development Strategy includes a section on ‘Resources’, which outlines how learning and development, in-house training and attendance at relevant conferences and events are to be resourced within existing budgets.

#### RECOMMENDATIONS

14. The Democratic Services Committee is recommended to:
  - a. endorse the Draft Elected Member Learning and Development Strategy.
  - b. approve the submission of the Draft Elected Member Learning and Development Strategy to Council on 28 March 2019 and recommends that Council approves and adopts the strategy.

**GP JONES**  
**HEAD of DEMOCRATIC SERVICES**  
08 January 2019

The following appendix is attached:

Appendix A - Draft Elected Member Learning and Development Strategy

Background Papers - None

**ELECTED MEMBER**

**LEARNING & DEVELOPMENT STRATEGY**

**2019 - 2022**

**CARDIFF COUNCIL**

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DRAFT

## Foreword

The role of a Councillor can be complex and challenging and is getting more so. The responsibilities and duties placed upon us by the Welsh Government, the Council, through the provision of its services and Councillor duties, and the communities we represent, grow and change with each election. Councillors are expected to carry out many roles ranging from community leader to taking on additional responsibilities within the council structure. Councillors have to balance the needs and interests of their community, their political party or group, and the council as a whole as well as, of course, their personal, family and employment commitments.

Constantly changing priorities, needs and legislation require difficult decisions for which Councillors need to be well informed. The provision of services, as well as the search for new and collaborative ways of working, for both front line and back office operations, can, in many cases, require difficult choices and a need for more information. Just as challenging can be the task of explaining these decisions, and dealing with the impact of these choices in our own communities. For many Councillors, this is something they may not have had to do before and might involve dealing with residents who are opposed to the outcome.

It is essential that the Council meets the needs of Councillors and provides excellent development opportunities to assist them in serving the citizens of this city. In fact, the Local Government (Wales) Measure 2011 directs Councils to place more emphasis on Member Development. The Democratic Services Committee will be working to ensure that Cardiff offers all its Councillors the best personal development opportunities to enable them to gain the knowledge and learning they may need, to properly serve the city and its citizens. The council also recognises that looking after the Wellbeing of Councillors is equally important and seeks to set the standard of excellence in both these areas.

The council sees the needs of Councillors in Cardiff as of paramount importance. This Elected Member Learning and Development Strategy sets out what are seen as the development priorities for the induction of newly Elected Members as well as the identification of each Councillors ongoing development, learning and wellbeing needs. As Councillors knowledge and experience grows, sometimes over many electoral cycles, the opportunities for them to undertake wider roles increases, bringing greater responsibilities and pressures. These new roles and responsibilities may require further learning and development. This strategy is intended to assist in equipping all members with the necessary skills, knowledge and help to meet the challenges that they may face during their term of office.

Councillor Michael Jones-Pritchard  
Chair of Democratic Services Committee



## **Expectations of the Elected Member Learning and Development Strategy**

Elected Members are an integral part of setting the strategic aims and objectives of the Council. They also ensure that these objectives are met and that high quality cost effective services are delivered to the residents of Cardiff.

This Council is working to support the development of all of its Elected Members and to ensure that they are able to meet the demands of their roles. Cardiff Council is committed to ensuring that:

- There is a planned and structured approach to Elected Member Learning and Development;
- Elected Members have access to appropriate means to assist them to acquire relevant knowledge and develop the skills necessary for their roles;
- Learning and development, wherever possible, is linked to the roles of Elected Members;
- Access to learning and development activities is equitable;
- Elected Members are encouraged to identify their own development needs and participate fully in learning and development activities;
- Elected Member learning and development activity is adequately resourced within available budgets;
- The Member Development Programme will be produced and updated on a regular basis, to support the Council's strategic plans, the roles and functions of Elected Members and key challenges affecting the Council's priorities.

## Roles and Responsibilities for Elected Member Learning and Development

### Democratic Services Committee

The Democratic Services Committee will provide direction to the Head of Democratic Services when reviewing the development and support requirements of Elected Members. This will include identifying learning and development priorities and the adequacy of the Member Development budget.

To assist in the prioritisation of learning opportunities, the Democratic Services Committee has categorised topics for inclusion in the development of the Member Development programme as follows:

- |           |  |
|-----------|--|
| Essential | - Those development topics for quasi-judicial functions such as Planning for Planning Committee, Licensing etc where members who have not attended the training will not be able to take part in the decision making. This category will also include those topics which are key to an Elected Member's role e.g. Corporate Parenting, Code of Conduct, Corporate/Council Policies, GDPR and Safeguarding. |
| Advisory  | - This category may include topics which are important but not essential such as Risk Management and Scrutiny Questioning Skills which are very informative and support a Councillor's role.   |
| Optional  | - This category identifies topics that may be useful to some Councillors but these are not a priority and could be considered as interesting and useful in supporting a Councillor's role.   |

These categories will be applied by the Head of Democratic Services who will then assess if topics should be delivered to all Elected Members or targeted for specific groups of Elected Members i.e. all scrutiny members or all of the Corporate Parenting Advisory Committee etc. The Head of Democratic Services will liaise with the Chairperson of the Democratic Services Committee regarding the categorisation and delivery of development topics as necessary.

The Democratic Services Committee will also consider any benefits which could be achieved by providing a tiered level of development. This would enable one level for those elected members with existing skills, knowledge or abilities and for a more detailed introduction for those members who are new to the topic.

### The Head of Democratic Services

The role of the Head of Democratic Services is to:

- produce and monitor the Member Development Programme,
- collate any identified learning and development needs, and
- inform and plan the on-going Member Development Programme,
- Identify opportunities which support the wellbeing of Elected Members and enhance their personal resilience.

### **Political Leaders (supported by Party/Group Whips)**

The responsibility of political leaders (Party/Groups Whips) is to:

- endorse the aims and intentions of the Elected Member Learning and Development Strategy;
- Promote participation in the Member Development Programme to enhance the knowledge and skills of individual members;
- Raise awareness of the support mechanisms available to improve the wellbeing and personal resilience of all of their Party/Group Members;
- Encourage all of their Party/Group Members to achieve their potential.

### **Directorates and Departments**

Directorates and Departments are responsible for identifying and delivering service specific learning and development in co-ordination with the Head of Democratic Services and the Democratic Services Committee

### **Individual Members**

Individual Members are responsible for:

- identifying their own development needs;
- seeking opportunities to improve their effectiveness and increase their potential;
- attending arranged learning and development activities;
- sharing their knowledge and skills with their peers;
- reviewing their learning and development activities;
- applying the knowledge and skills developed through the activities;

### **Co-ordination**

The day-to-day co-ordination of learning and development activities will be the responsibility of the Head of Democratic Services and the Democratic Services Team in liaison with representatives from the Council as necessary

### **A Phased Approach**

A systematic induction programme will be provided for all newly Elected Members. The initial induction and subsequent Member Development Programme will be delivered as part of a phased approach as shown in **Figure 1**.

Details of each phase of the strategy are as follows:

#### **Phase 1 – Administration**

To establish the newly Elected Members within the Council and will include:

- Fulfilling their statutory requirements regarding their Acceptance of Office and completing their Declaration of Personal Interests,
- Creation of ICT accounts and provision of ICT equipment.
- Authority for the use of personal information to set up remuneration payments, web pages and enable officers to carry out other necessary administrative functions.
- A briefing of the facilities available to Elected Members within the Authority
- The taking of official photographs for use on the Cardiff Council website and ID cards

Expected outcomes

The following are the expected outcomes from this phase:

- All Acceptances of Office completed
- Elected Member induction administration completed
- Cardiff Undertaking signed by all Elected Members

## **Phase 2 – The Essentials**

To provide Elected Members with sufficient knowledge to prepare them to undertake their initial role in the support of Council business. This phase may include briefings on the following topics from key officers:

### **The Chief Executive:**

- Overview of the Council its services and structures

### **Corporate Directors/Directors:**

- An overview of the Directorate Policy and Service Provision – policy context, challenges and achievements

### **The Monitoring Officer:**

- Introduction to Local Government
- Constitution and decision making
- Members Code of Conduct

### **Head of Democratic Services**

- Roles of and appointment to committees
- Introduction to role descriptions
- The electronic meeting systems used at Council and Committee meetings

Expected outcomes

The following are the expected outcomes from this phase:

- a. All Members have a basic knowledge of the Council, its structure and role
- b. Code of Conduct completed by all Elected Members
- c. Elected Members are able to effectively undertake their governance and decision making role at Council meetings

## **Phase 3 – The Core Functions**

To provide Elected Members with the knowledge and skills to enable them to undertake their core functions as Elected Members. It is intended to provide a sound basis for decision making which is required by councillors to carry out their role effectively.

- Ward and Casework (including the Member Enquiry System)
- Personal Resilience
- Corporate Parenting
- Safeguarding
- Equalities and Diversity
- Decision Making for Cabinet Members
- Developing effective decision making for those appointed to the following:
  - Audit Committee

- Constitution Committee
- Corporate Parenting Advisory Committee
- Council Appeals Committee
- Democratic Services Committee
- Employment Conditions Committee
- Local Authority Governor Panel
- Pensions Committee
- Standards & Ethics Committee
- Licensing Committee
- Planning Committee
- Public Protection Committee
- Overview and Scrutiny Committees
- Representing constituents at committee meetings
- Chairing Skills
- Questioning Skills
- Using Social media and Handling online Abuse
- Managing difficult discussions

Expected outcomes

The following are the expected outcomes from this phase:

- a. Elected Members understand the roles to which they have been appointed.
- b. Elected Members are more able to carry their role in their wards and for the City.
- c. Elected Members are aware of their responsibilities when representing the Authority

#### **Phase 4 – Identifying the Needs of Individual Councillors**

With the possibility of a large number of new Elected Members after an election, it will be necessary to undertake a Personal Review process<sup>1</sup> as soon as possible. Learning, support and development needs will be identified at a number of levels which may include:

##### Personal Resilience and Wellbeing

All Elected Members will be informed of the personal support available to develop their personal resilience and ensure that their wellbeing is maintained throughout their time in office.

##### As an individual:

All Elected Members and in particular those who have been newly elected will have an opportunity to discuss their learning and development needs:

- with a suitable mentor<sup>1</sup> as part of their induction;
- as part of a peer review process where learning and development requirements can be identified.

##### Role Specific:

- Role descriptions will be used as an aid to identify development needs particularly during a review process.
- Members whose roles change will be supported to review their learning and development needs.

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<sup>1</sup> See Enhancing the current arrangements for Elected Member Learning and Development (Page 16-18)  
Version 1.3

- The identification of learning and development needs at political group level be achieved in consultation with the Head of Democratic Services and through the feedback from the Democratic Services Committee.

#### Corporate and Constitutional:

Member Development will be linked to corporate and constitutional priorities by the Head of Democratic Services in liaison with the Chief Officers, Heads of Service and the Democratic Services Committee.

#### Regional and National Initiatives:

Requests are often received from regional bodies or national organisations to provide development opportunities on key issues. These events will be integrated into the Member Development Programme by the Head of Democratic Services but may be in addition to the usual learning and development activities.

#### Expected outcomes

The following are the expected outcomes from this phase.

- a. Elected Members have been offered a Member Mentor to assist in their development
- b. Elected Members regularly identify their support and development needs.

#### **Phase 5 – Individual & Continuing Development**

To provide Elected Members with knowledge and skills related to:

- leading their community,
- developing those individual and specialist requirements identified within the personal review process,
- learning and development identified by the Democratic Services Committee.
- working with external partners.

#### Regional and National Development Opportunities

Opportunities may arise for regional development activities to be undertaken. This may include topics of common interest on a regional or national basis. These events may reduce costs and enhance outcomes due to the diversity of knowledge and experience of attendees, whilst also providing an opportunity for cross-council communication and collaboration.

#### The Leadership Programme

As part of the Academi Wales, the Welsh Government and the Welsh Local Government Association (WLGA) work in partnership with the Local Government Association (LGA) to deliver a Leadership Programme for Elected Members.

The Leadership Programme is a place where Elected Members, can explore the latest thinking in political leadership, and equip themselves with the knowledge and skills needed to meet the challenges that they face as councillors.

Initially authorities are offered 2 places. However, if every council does not take up its entitlement any unfilled places are made available for Authorities who have identified reserves. Attendance is capped at 3 - 4 c

ouncillors per authority per programme to ensure that confidentiality in action learning sets is maintained and that the benefits of having representatives from a variety of Councils are not diminished.

Elected Members can request via their political group to attend the Leadership Programme as long as they have sufficient experience to actively participate. A process for the allocation of available spaces to the Leadership Programme for the current term of office has been agreed by political groups as follows:

Year	Places	Allocation
2017-18	2	Labour x 2
2018-19	2	Labour x 2
2019-20	2	Conservative x 1 Liberal Democrat x 1
2020-21	2	Conservative x 1 Labour x 1
2021-22	2	Conservative x 1 Liberal Democrat x 1

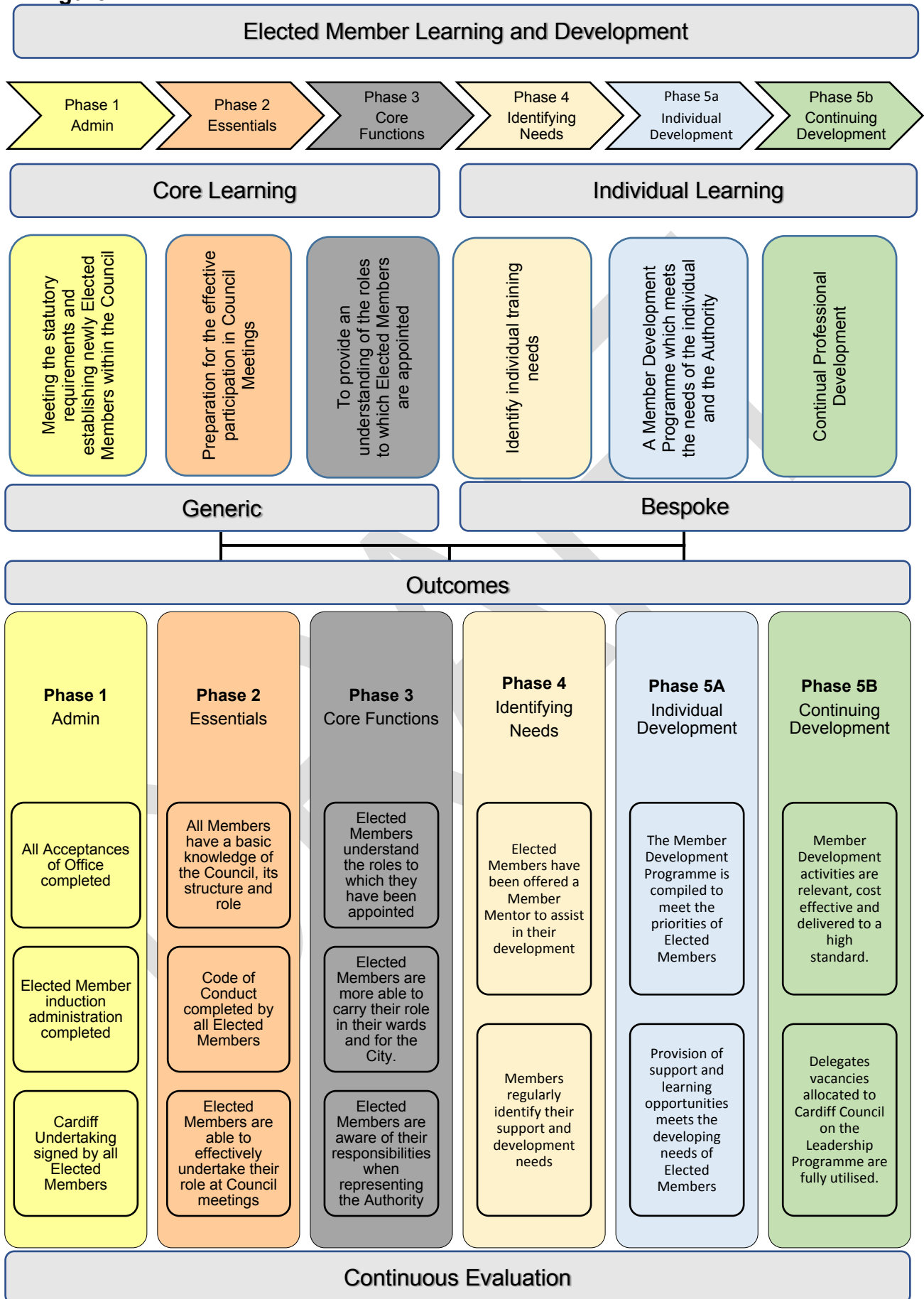
Should there be sufficient interest a bespoke Leadership Programme could be provided by the WLGA specifically for Cardiff councillors. It should be acknowledged that this option does have financial implications and does not provide the networking opportunities with other Local Authority Members which is regarded as a beneficial element of the Leadership programme.

#### Expected outcomes

The following are the expected outcomes from this phase.

- a. The Member Development Programme is compiled to meet the priorities of Elected Members;
- b. Provision of support and learning opportunities meets the developing needs of Elected Members;
- c. Member Development activities are relevant, cost effective and delivered to a high standard;
- d. Delegate vacancies allocated to Cardiff Council on the Leadership Programme are fully utilised.

**Figure 1**





## **Member Development Activity Survey**

Elected Members will be surveyed within the first 12 months following the Local Government Elections to help inform the number of topics, frequency and timings of development events that will be held. The survey will identify the most appropriate time to provide learning and development events to maximise participation. This survey will be repeated at the mid-point of a term of office or when requested to do so by the Democratic Services Committee.

## **Prioritisation of Member Development activities**

All requests to provide learning and development opportunities for Elected Members should include the following key information to assist when prioritising the delivery of Member Development activities:

- The subject of the learning activity.
- A brief outline description of the subject.
- The requirement/justification to undertake this learning, i.e. is there a statutory requirement, is it part of an on-going initiative?
- Who forms the target audience, i.e. All Members, Scrutiny Members etc.?
- What are the expected/desired learning outcome/objectives?
- Which officers/organisations will be delivering/facilitating this event?
- What is the anticipated duration of the session?
- What type of training activity is suggested i.e. 1 hour presentation with questions, 30 minute briefing, 2 hour interactive workshop etc.?
- How will this activity be evaluated to show that the anticipated benefits have been achieved?

The Head of Democratic Services will assess all requests and recommend to the Democratic Services Committee how these requests should be prioritised, categorised and if necessary tiered for inclusion in the Member Development Programme.

## **Methods of learning and development**

A flexible approach to the delivery of learning and development opportunities will be adopted to meet the identified needs of individuals and groups.

### **Face-To-Face Activities**

A variety of methods may be used to deliver these opportunities which could include: seminars, workshops, e-learning and briefing sessions. Where appropriate, shared Member and officer development activities will be encouraged.

### **E-Learning**

The Cardiff Academy Website is an online portal where suitable development opportunities are provided for Officers and Elected members.

Greater use of the e-learning facilities will be incorporated into the Member Development Programme and this will enable:

- Essential E-learning modules to be identified by the Democratic Services Committee and included as part of an Elected Member Induction. Elected Members will be expected to be complete the identified induction e-learning modules.

- Key topics to be identified for inclusion in the Member Development programme and categorised by the Democratic Services Committee accordingly. Elected Members may be requested to complete the specific e-learning modules by a particular date. A subsequent report will be provided by Cardiff Academy to confirm that the e-learning modules have been completed as requested by the Democratic Services Committee.
- Those returning councillors or those who have previously attended face to face training on topics such as Corporate Parenting will be able to undertake the e-learning module rather than attending an annual repeat of any face to face refresher sessions.
- Elected Members to undertake other e-learning activities for their own development which will be shown on their training records.

Assistance can be provided by the Democratic Services Team to enable Elected Members to engage with these learning activities and ensure that development records are maintained.

#### WLGA Workbooks

The WLGA have designed a series of Elected Members workbooks which can be used as an introduction or a refresher for key knowledge. They cover a broad range of generic skills as well as specific issues and service and or policy areas and their impact at ward level. The workbooks currently available are:

- The Effective 'Ward' Councillor
- Handling Casework
- Influencing Skills
- Facilitation and Conflict Resolution
- Stress Management and Personal Resilience
- Safeguarding Adults
- Child Sexual Exploitation
- Scrutiny of Finance
- Corporate Parenting
- Health and Safety in the Council
- Making Sustainable Decisions
- Presentations from regional training sessions for Elected Members on their responsibilities towards Gypsies and Travellers

#### **Member Development Programme**

It will be the responsibility of the Head of Democratic Services to prepare the Member Development Programme in line with the priorities determined by the Democratic Services Committee. This will be a rolling programme that will confirm the Member Development activities for the following three months with topics for the subsequent 3 months being identified but not confirmed. This will allow the programme to be flexible and adapt to the changing needs and priorities of Elected Members and the Council.

If time dependant learning opportunities arise and there is no meeting of the Democratic Services Committee planned before the delivery of the event the

Chairperson of the Democratic Services Committee in liaison with the Head of Democratic Services will update the Member Development Programme as necessary.

### **Access to learning and development opportunities**

All Elected Members will have equal access and opportunity to:

- information relating to learning and development opportunities.
- participate in learning and development opportunities, taking into account the needs of their roles and responsibilities and their personal learning needs.
- benefit from learning and development activities, regardless of ability, race, colour, national ethnic or social origin, gender, sexuality, sexual orientation, religion, age, disability, political or other personal beliefs.

### **Attendance at Member Development Activities**

The Member Development Programme will be approved by the Democratic Services Committee and included in the Member Information and Diary of Meetings email circulated by Democratic Services.

Electronic invitations for Member Development activities will be placed in individual Elected Members electronic calendars. Elected Members will be requested to respond electronically if they are unable to attend the activity. It is vital that these responses are accurate as the facilitators of the events are provided with the anticipated attendance numbers to tailor their delivery of the session. The attendance of Elected Members at these Member Development Activities will be displayed on the Elected Members profile page on the Cardiff Council website.

At each session the attendance will be recorded and passed to Democratic Services. A summary of attendance at training events will be compiled and circulated to Group Whips on a regular basis to promote and encourage attendance of their Members.

### **Learning and development records**

Democratic Services will collate and record information relating to Elected Member learning and development including attendance and the evaluation of activities which have been completed. The evaluation will also enable Elected Members to identify and record any additional learning needs which arise from a completed learning activity.

### **Resources**

Elected Member learning and development, will be resourced from the allocated Member Development budget. Reasonable allocation will be made as part of the annual budget round and applied with regard to the corporate needs of the Authority. The Democratic Services Committee will monitor appropriate spend on the budget.

In house training will be provided by Directorates if the topic relates to their service areas. The costs for this type of event will be met from Directorate budgets and not from the Member Development budget.

The Democratic Services Team will be responsible for the co-ordination and support for Elected Members attending relevant conferences and events within its allocated resources. The Team will also coordinate the reimbursement of travel and out of county subsistence allowances.

## **Evaluation**

It is the responsibility of the Head of Democratic Services to ensure that the evaluation of learning and development activities is carried out.

### **Evaluation of Individual Activities**

All training providers will be required to incorporate an evaluation of the event into their learning session and Elected Members will be asked to complete a learning and development evaluation form. Elected Members are recommended to compile learning logs to support any self-assessment or review of their development requirements..

Evaluation forms will be analysed and the feedback collated into a report which will be presented to the Democratic Services Committee on a regular basis. This will enable the Democratic Services Committee to evaluate the effectiveness of the Member Development Programme and ensure that the identified outcomes are achieved.

### **Evaluation of Facilitators**

To ensure that any learning and development activity provided to Elected Members is delivered to the highest standards and that the aims and objectives of the event are met, it is intended that an internal subject matter expert or the Head of Democratic Services attend each learning event and evaluate the provider/facilitator. This will be essential for events delivered by external providers to ensure that value for money has been achieved and that an effective learning opportunity has been provided and achieves the planned outcomes.

### **Review of the Elected Member Learning and Development Strategy**

To ensure that the Elected Member Learning and Development Strategy remains an effective tool for Elected Members increase their knowledge. It will be necessary to plan a review the strategy. It is anticipated that the strategy will be reviewed in the Autumn of 2020, at the request of the Democratic Services Committee and in response to relevant changes to legislation or to the Authority.

Enhancing the current arrangements for Elected Member Learning and Development  
The following topics are planned to be developed during the duration of this strategy:

### **Role Descriptions**

The WLGA provides a suite of generic role descriptions which are being reviewed with the intention of adapting them to better reflect the roles that Elected Members undertake in Cardiff.

Role descriptions set out the responsibilities and functions of the role of an Elected Member. The person specifications describe the qualities and skills desirable to fulfil the role and can help when considering personal development.

Where Elected Members undertake more than one role it is anticipated that role descriptions would be combined. For example: Overview and Scrutiny committee chairs would be expected to undertake the role of Elected Member, Overview and Scrutiny Member Overview and Scrutiny Chair.

### **Mentoring:**

The formal mentoring of Elected Members by experienced Members is strongly recommended and it is planned to be offered to all newly Elected Members. This will enable the mentee to develop the skills, knowledge, understanding and behaviours required for the Elected Member role. This is not a prescriptive or directive relationship but one which allows the mentee to find their own way, guided by the mentor.

Guidance for Member Mentors has been developed by the Welsh Local Government Association (WLGA). It is anticipated that experienced Elected Members identified by Political Groups will participate in a workshop facilitated by the WLGA to those undertaking a mentoring role. This will provide the appropriate level of support for newly elected to rapidly develop the necessary skills to become an effective Elected .

Returning Members who do not require mentoring will be provided with the opportunity to discuss their development needs as part of the Personal Review process. This process is to be developed but it is anticipated that it will enable Senior Elected Member Peers to be able to assist other Elected Members to identify their learning needs.

### **Personal Review Process**

The key requirements of a Personal Review process are identified in the Local Government (Wales) Measure 2011:

- A local authority must make available to each member of the authority an annual review of the member's training and development needs.
- The review must include an opportunity "to discuss" with a person who is, in the opinion of the authority, suitably qualified to provide advice regarding the training and development needs of a member of a local authority.

Establishment and effective use of the Personal Review process will enable this Authority to meet its requirement in accordance with the Measure and secure the provision of reasonable learning and development opportunities for its Elected Members.

The use of learning logs to record any development activities that have been attended will provide an opportunity to reflect on the event at a later date. These will also assist in the production of an Annual Report and support Personal Review discussions.

### **Potential Candidate Briefings**

In order to promote local democracy and the understanding of the role of a councillor briefings for potential candidates will be held prior to Local Government elections. This event will inform those members of the public planning to stand for election of the:

- The criteria to stand for election,
- election process
- roles and responsibilities they will be expected to undertake as a councillor
- skills, knowledge and commitment necessary to become an effective councillor
- structure and remit of the Council

**Learning and Development Support for Community Councils**

With the introduction of a Community Councils Charter opportunities to identify appropriate common learning and development activities will be investigated although Community Councils may be asked to contribute to the cost.

DRAFT

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**



**DEMOCRATIC SERVICES  
COMMITTEE:**

**14 JANUARY 2019**

**REPORT OF HEAD OF DEMOCRATIC SERVICES**

**ELECTED MEMBER ROLE DESCRIPTIONS**

**Reason for this Report**

1. To provide the Democratic Services Committee with the following revised Role Descriptions for consideration and approval:
  - Elected Member
  - Democratic Services Committee Chair and Member
  - Scrutiny Committee Chair and Member

**Background**

2. Elected Members have a wide range of roles and responsibilities which they are expected to undertake, and Member Role Descriptions provide a framework and guidance on the responsibilities, purpose and range of activities that Members undertake.
3. Following the introduction of the Local Government (Wales) Measure 2011, the WLGA developed a set of generic role descriptions and person specifications for Elected Members. These were generic to any authority and made available as suggestions rather than prescription.
4. Cardiff Council on 19 December 2013 adopted the WLGA Framework Member Role Descriptions and Person Specifications (October 2012) without any amendments.
5. The framework was updated by the WLGA in collaboration with officers from the Member Support Officer Network (MSO) and the Scrutiny Champions Network and republished in 2015.
6. At its last meeting on 01 October 2018 the Democratic Services Committee agreed to establish a working group to review the generic Role Descriptions and ensure that they reflected the roles undertaken by Elected Members in Cardiff and that they were fit for purpose.

**Initial Progress**

7. Prior to the first meeting of the working group, Democratic Services Officers reviewed the Welsh Local Government Association (WLGA) Role

Descriptions and considered how the documents could be used to effectively support the Elected Members of Cardiff Council in the array roles they undertake. Consideration was also given to the format of the document, its ease of use and how these documents could be tailored to reflect the roles of each Elected Member of Cardiff Council and those of the Independent Members, Registered Representatives and Lay Members appointed to the Council's Committees.

8. The review of role descriptions would also require consultation with key officers, other Elected Members and Committee Chairpersons. The Role Descriptions identified in Paragraph 1 were prioritised with the remainder to be scheduled for consideration as part of the ongoing review.
9. The cross party Working Group met on 10 December 2018 to consider the proposals and amendments identified by officers to the first tranche of role descriptions. The Working Group agreed some of the proposals and identified other changes that were needed. An overview of the outcomes to the initial stage of the review of Role Descriptions is as follows:

### **General**

10. To show that the Role Descriptions had been revised to reflect the roles undertaken by Cardiff Councillors by including:
  - a. a simple Cardiff Council header be added each revised role description.
  - b. a footer to reflect the version and date the document was updated.
11. The Personal Specifications included with some role descriptions would be revised to reflect that they are "Personal Attributes" which Elected Members may find beneficial when undertaking the specified role.
12. The approved role descriptions would be translated into Welsh and uploaded to the internet. This would raise public awareness of the roles and responsibilities of councillors and provide additional information to those members of the public who may be considering standing for office in the future.
13. To enable the Councillor to access their personalised Role Description a copy of their role description would be:
  - a. circulated to them electronically and linked on their profile page
  - b. updated and recirculated by Democratic Services Officers when roles changed i.e. an Elected Member appointed to a different committee, or became a Chairperson etc.

### **Elected Member Role Description**

14. The generic version of this role description did not include any ward information to which a Councillor was elected or the individual roles each Elected Member undertook. It was agreed that the Elected Member role description would be developed as a template which would allow officers to merge an individual Councillor's information into their own personalised Elected Member role description.



15. This template would enable individual names, ward, committees and outside bodies to which the Elected Member was appointed to be included on their personalised Elected Member Role Description. The roles identified on this document would also be linked to the approved role descriptions ensuring that the most up-to-date role descriptions could be easily accessed and reviewed by the Councillor.
16. A Member appointed to a Committee would have a link to the respective Committee Member role description. If that Elected Member was also appointed as the Chairperson of that Committee an additional link to role description for a Chair of that Committee would be added as both role descriptions would be needed to cover the full remit.
17. It was considered that because all Elected Members are Corporate Parents and have a safeguarding responsibility that this be reflected in the Elected Member Role Description. Lead officers from Corporate Parenting and Social Services were contacted to provide suitable information for inclusion in the document.
18. Attached as Appendix A is the Elected Member role description template which will be used as the basis to compile the personalised role descriptions for each Elected Member.

#### **Chair and Member of Democratic Services Committee**

19. The Working Group identified minor changes to the role descriptions for the Chair and Member of Democratic Services Committee which have been attached at Appendices B and C respectively.

#### **Chair and Member of a Scrutiny Committee**

20. Following an initial review the Role Descriptions for Chair and Member of a Scrutiny Committee were circulated to the Scrutiny Chairpersons for their comments and views. The documents were revised before being considered by the Working Group who made a few further minor amendments. The Scrutiny Chairpersons considered the updated documents which were then agreed and are attached at Appendices D and E respectively for the Committees' consideration.

#### **Ongoing Progress**

21. The Role Descriptions for the Chair and Member of the Audit Committee have been shared with the Audit Manager who has requested minor amendments to better reflect the role of the Committee. These revised documents will be considered by the Committee at a self-assessment workshop on 22 January 2019.
22. The Standards and Ethics Committee have been circulated their respective role descriptions for comments and it is hoped that their initial views and comments can be incorporated into updated role descriptions to be considered at the next meeting of the Working Group.

23. The Corporate Parenting Advisory Committee is planning to review its terms of reference. It has been suggested that it would be beneficial for Democratic Services Officers attend this review and to utilise these discussions to develop a Role Description for the Chairperson/Member of the Committee.

24. The Cabinet Office has been contacted with a provisional plan for the review of the Leader, Deputy Leader, Cabinet Members and Assistant Cabinet Members Role Description between April and June 2019.

25. The following Role Descriptions are planned to be included in this review:

- Chair of the Council
- Chair/Member of a Regulatory Committee or individual role descriptions for:
  - Licensing Committee
  - Planning Committee
  - Public Protection Committee
- Leader/ Deputy Leader of the Opposition
- Local Authority School Governor
- Local Authority School Governor Panel
- Member Mentor
- Chair/Member Constitution Committee
- Chair/Member Council Appeals Committee
- Chair/Member Employment Conditions Committee
- Chair/Member Pensions Committee
- Chair/Member Appointment Committees
- Lord Mayor/Deputy Lord Mayor
- Party Group Whip

26. During this review some of the role descriptions may be amalgamated with others whilst additional role descriptions may be identified which will have to be created because they do not currently exist. A plan is being developed to review update or create all relevant Role Descriptions by March 2020 for approval and adoption by Council.

### **Legal Implications**

27. There are no specific legal implications arising from the recommendations of this report.

### **Financial Implications**

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

### **Recommendations**

29. The Committee is recommended to

- a. Consider and agree the revised role descriptions as set out in Appendices A-E;

- b. Note the ongoing progress that has been made regarding the review of role descriptions;
- c. Recommend the revised Role Descriptions at Appendices A-E be submitted to Council for approval and adoption.
- d. Receive an update on the progress being made regarding the review of Role Descriptions at the next meeting of the Committee

**GP JONES**  
**HEAD OF DEMOCRATIC SERVICES**  
08 January 2019

The following Appendices are attached:

- Appendix A - Elected Member Role Description
- Appendix B - Chair of Democratic Services Committee
- Appendix C - Member of Democratic Services Committee
- Appendix D - Chair of a Scrutiny Committee
- Appendix E - Member of a Scrutiny Committee

Background Documents:

- [Welsh Local Government Association \(WLGA\) Framework Member Role Descriptions and Person Specifications 2015](#)

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**Councillor «Inits» «Surname»**

**Elected Member - «Ward»**

**Role Description**

**1. Accountabilities**

- To Full Council
- To the residents of Cardiff f
- To the electorate of their ward

**2. Role Purpose and Activity**

**a. Representing and supporting communities to:**

- represent ward interests ,
- be an advocate in their ward for the communities they serve
- be a channel of communication to the community on council strategies, policies, services and procedures,
- represent individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally,
- liaise with executive members, other council members, council officers and partner organisations to ensure that the needs of the local communities are identified, understood and supported,
- be vigilant and do everything possible to protect adults and children at risk from abuse, harm or neglect,
- promote tolerance and cohesion in local communities.

**b. Making decisions and overseeing council performance to:**

- participate in Full Council meetings, reaching and making informed and balanced decisions, and overseeing performance,
- participate in informed and balanced decision making on committees and panels to which they might be appointed,
- adhere to the principles of democracy and collective responsibility in decision making,
- take corporate responsibility for the protection of vulnerable children and adults
- promote and ensure efficiency and effectiveness in the provision of council and other public services

**c. Representing the Authority:**

- Have an understanding of the terms of reference and your role for the committees to which you have been appointed;
  - «Committee 1»

- «Committee 2»
- «Committee 3»
- to represent the Council / Cabinet on local outside bodies to which you have been appointed, ensuring that you have an understanding of its the terms of reference and your role in promoting common interest and co-operation for mutual gain;
  - «Outside bodies 1»
  - «Outside bodies 2»
  - «Outside bodies 3»
- to represent and be an advocate for the Council / Cabinet on the following Regional and National Bodies and at associated events;
  - «Outside bodies 1»
  - «Outside bodies 2»
  - «Outside bodies 3»

**d. Internal governance, ethical standards and relationships**

- To promote and support good governance of the Council and its affairs
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support, and adhere to respectful, appropriate and effective relationships with staff of the Council, its contractors and partners
- To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office

**e. Being a Corporate Parent**

- To have an understanding of the legal responsibilities of elected members under the Children Act 2004 and the Social Services and Wellbeing (Wales) Act 2014 as a corporate parent to the children in the care of Cardiff Council.
- To ensure that as corporate parents, you are satisfied that there is a joined up, effective and holistic approach to meeting the needs of looked after children through policy and planning.

**f. Safeguarding Duty**

- To be familiar with Cardiff Council's Corporate Safeguarding Policy
- To help keep safe children, young people and adults at risk by:
  - Ensuring that everyone understands their safeguarding accountabilities and responsibilities;
  - Contributing to the creation and maintenance of a safe environment;
  - Promoting safe practice and challenging poor or unsafe practice;
  - Identifying where there are concerns and taking appropriate action to address them.

### g. Personal and role development

- Identify opportunities to assist in the active involvement with matters relating to your role and remit.
- To actively participate in Member Development to support your role
- To comply with the Members Code of conduct and maintain the highest standards of conduct and ethics in the way in which you carry out your duties.
- To attend all training which has been identified as essential in the Member Induction Programme/Member Development Programme, to equip me to carry out my duties as a Councillor

### 3. Values

To be committed to the values of the council and the following values in public office:



- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability

**Elected Member**  
**Personal Attributes**

To fulfil their role as set out in the role description, an effective elected member may benefit from having the following personal attributes:

**1. Representing and supporting communities**

- Good advocacy skills
- Interpersonal skills
- Integrity and the ability to set aside own views and act impartially
- The ability to present relevant and well-reasoned arguments
- Good communication skills

**2. Making decisions and overseeing council performance**

- Knowledge and understanding of meetings law, rules and conventions
- An understanding of strategic, policy and service contexts for decisions
- The ability to challenge ideas and contribute positively to policy development

**3. Representing the Council (subject to appointment)**

- Good public speaking skills
- Good presentation skills
- The ability to persuade others and act with integrity

**4. Internal governance, ethical standards and relationships**

- An understanding of the roles of officers, members and different agencies
- Respect for, and desire to work with, different groups and individuals
- Have knowledge and understanding of the Code of Conduct and Member/Officer Protocol
- A knowledge and commitment to the values of the Council

**5. Personal and role development**

- An ability to assess personal and role development needs
- Desire and skills to participate in development

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_



**Chair of the Democratic Services Committee**

**Role Description**

**1. Accountabilities**

- To Full Council
- To the public

**2. Role Purpose and Activity\***

**a. Providing leadership and direction**

- To provide confident and effective chairing and management of meetings to facilitate inclusivity, participation and clear decision making.
- To lead the committee in its role in:
  - Designating the head of Democratic Services
  - Keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic services, ensuring that these are adequate
  - Make annual reports to the full council in relation to the above
  - Appointing sub committees and chairs of subcommittees to undertake functions delegated by the committee
  - Considering reports prepared by the Head of Democratic Services
  - Developing the Authority's member support and development strategy
  - Ensuring that members have access to a reasonable level of training and development as described in the Authority's member development strategy and the Wales Charter for Member Support and Development
  - Ensuring that the budget for member development is sufficient
  - Ensuring that members have access to personal development planning and annual personal development reviews
  - To promote the role of Elected Members and necessary support and development.
- To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements

**b. Promoting the role of the Democratic Services Committee**

- To act as an ambassador for the Democratic Services Committee, facilitating understanding of the role
- To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
- To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings.

### c. Internal governance, ethical standards and relationships

- To develop the standing and integrity of the committee and its decision making
- To understand the respective roles of members, officers and external parties operating within the Democratic services committee's area of responsibility
- To promote and support good governance by the Council.

### 3. Values

To be committed to the values of the council and the following values in public office:



- Openness and transparency
- Honesty and Integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability

**Member of the Democratic Services Committee**

**Role Description**

**1. Accountabilities**

- To Full Council
- To the Chair of the Democratic Services Committee

**2. Role purpose and activity**

**a. Understanding the nature of the Democratic Services Committee:**

- To be aware of and effectively undertake the role of the committee in:
  - Designating the head of Democratic Services
  - Keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic Services, ensuring that these are adequate
  - Make annual reports to the full council in relation to the above
  - Appointing sub committees and chairs of subcommittees to undertake functions delegated by the committee
  - Considering reports prepared by the Head of Democratic Service
  - Developing the Authority's member support and development strategy
  - Ensuring that members have access to a reasonable level of training and development as described in the member development strategy and the Wales Charter for Member Support and Development
  - Champion the provision of Member Development during the development of the budget proposals.
  - Ensuring that members have access to personal development planning and annual personal development reviews
  - To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee.
  - To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee.

**b. Participating in meetings and making decisions**

- To participate effectively in meetings of the Democratic Services Committee,
- To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements

### c. Internal governance, ethical standards and relationships

- To ensure the integrity of the committee's decision making and of their own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements
- To promote and support good governance by the Council
- To understand the respective roles of members, officers and external parties operating within the Democratic Services committee's area of responsibility

### 3. Values

To be committed to the values of the Council and the following values in public office:

#### We are Cardiff



- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability

**Chair of an Overview and Scrutiny Committee**

**Role Description**

**(within the Terms of Reference of the Committee)**

**1. Accountabilities**

- The Committee
- Full Council
- The Public

**2. Role purpose & activity**

- **Providing leadership and direction**
  - To provide confident and effective management of the committee.
  - Ensure that the Cabinet are held to account including the monitoring of performance and service delivery.
  - To promote the role of overview and scrutiny within the council, liaising effectively with officers, executive members and colleague chairs.
  - To promote the integral role and contribution of scrutiny within the authority's wider improvement planning and reporting arrangements.
  - To lead joint scrutiny activities with other scrutiny committees, authorities or organisations when required.
  - To champion and promote the role of Overview and Scrutiny to the public, helping the public better understand and, crucially, contribute to and engage with the scrutiny process.
  - To promote the role of Overview and Scrutiny to partner bodies, helping them to understand and engage with the Scrutiny function.
  - To demonstrate an objective and non-political approach to overview and scrutiny
  - To demonstrate an objective and evidence based approach to overview and scrutiny ensuring that scrutiny inquiries are methodologically sound and incorporate a wide range of evidence and perspectives.
  - To follow-up scrutiny recommendations, evaluate the impact and added value of overview and scrutiny activity and identify areas for improvement.
  - Work closely with scrutiny support staff to drive continual improvements in scrutiny.
  - Assist in publicising the work of the scrutiny committee.
  - To report annually to the Council on the outcomes of the Scrutiny Committee
  - Support the Call-in procedure as outlined in the Council's Constitution and ensure that the Committee undertakes its Call-in role effectively.

- **Additional**

- Chair Person of Chairperson of Community & Adult Services Scrutiny Committee (CASSC)

- To lead the Council's Crime and Disorder Committee as required by the Police and Justice Act 2006 and facilitate the powers and functions permitted under that Act when necessary.

- Chairperson of Policy Review and Performance (PRAP) Scrutiny Committee

- To lead the scrutiny of the Public Services Board within the provisions of the Well-being of Future Generations (Wales) Act 2015, to review the PSB's governance arrangements as well as any decisions made or actions taken by the PSB.

- **Managing the work programme**

- To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, audit and regulatory reports and recommendations, Cardiff's Council's Wellbeing Plan, partners strategic priorities and relevant community issues
  - To ensure that the public are engaged in scrutiny activities by informing them about the work programme and encouraging participation To ensure that the work programme is delivered
  - To ensure that the work programme is manageable and the workload delegated and prioritised to focus on the areas of most benefit or greatest risk to the organisation.
  - To ensure that task and finish/working/sub groups have clear terms of reference and deliver the required outcomes.

- **Leading Joint Scrutiny**

- To apply the appropriate tests and criteria when deciding whether or not to undertake joint scrutiny
  - To ensure that regional bodies and partnerships are held to account and that their plans are subject to scrutiny
  - To develop protocols and terms of reference for joint working
  - To ensure public engagement in joint scrutiny activities
  - To enable the pooling of scrutiny resources for effective working and outcomes
  - To promote equal participation and contribution from all partners as appropriate

- **Effective meeting management**

- To plan and set agendas containing clear objectives and outcomes for the meeting
  - To ensure that necessary preparation is done beforehand, if necessary, through pre-meetings.

- To ensure that the approach to overview and scrutiny is impartial and that the committee meeting is conducted without political whipping (as per the Local Government (Wales) Measure 2011)
- To manage the progress of business at meetings, ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to
- To ensure that all participants have an opportunity to make an appropriate contribution
- To encourage members of the public to contribute to meetings in accordance with the protocols for public speaking.
- **Involvement and development of committee members**
  - To encourage effective contributions from all committee members in both committee and task and finish groups
  - To assess individual and collective performance within the committee and work to improve scrutiny outcomes
  - Encourage lead members and officers to secure appropriate development opportunities which enable committee members to develop their knowledge and skills to undertake their scrutiny roles.

### 3. Values

To be committed to the values of the Council and the following values in public office:



## **Chair of an Overview and Scrutiny Committee**

### **Person Attributes**

To fulfil their role as described in the role description an effective Chair of a Scrutiny Committee may benefit from having the following personal attributes:

#### **1. Providing leadership and direction**

- Ability to see the 'big picture'
- Understanding of the role and functions of the council
- Understanding of the key strategies, priorities and direction of travel of the Council
- Understanding of the purpose of the scrutiny function and its role in the council's wider improvement planning and reporting arrangements
- Ability to promote an approach to scrutiny which is (a) member led, (b) seeks to provide an evidence based challenge of decision makers and service providers and (c) is an important mechanism for community engagement and service improvements
- Understanding of the legal requirements around scrutiny, including prohibition of political whipping and taking the views of the public into account
- Understanding of the purposes and processes associated with the Councillor Call for Action (CCfA) and the Call In procedure
- Understanding of the terms of reference for the committee and the role of the chair.
- Understanding of member support functions
- Understanding of council service, improvement and financial priorities and risks
- Ability to develop work programmes
- Understanding of community issues

#### **2. Objectivity and understanding of equalities and diversity**

- Negotiation and consensus building
- Ability to build constructive and 'critical friend' relationships with the Executive
- A commitment to personal development in the role
- Commitment to develop other members by mentoring and guidance
- Working closely with scrutiny support officers to ensure the continual development of scrutiny
- Making sure that scrutiny is making a difference

#### **3. Managing the work programme**

- Ability to manage projects and resources
- Ability to manage people
- Ability to prioritise



- Ability to report progress to different groups in different styles – verbally and in writing
- Ability to monitor and constantly review work programmes

#### **4. Leading Joint Scrutiny**

- An ability to create an effective, supportive and welcoming environment for Scrutiny members and partner representatives from different organizations
- An ability to see the big picture at the regional level
- A clear understanding of the role and functions of the partnership/regional organization
- An understanding of the key strategies, priorities and direction of travel of the partnership/regional organisation
- A commitment to enabling an approach to joint scrutiny which is member-led, provides an evidence-based challenge and is an important mechanism for community engagement and service improvement
- An ability to work constructively with partnerships/regional organisations under scrutiny
- A commitment to develop and embed an apolitical, objective, collective and inclusive scrutiny process
- A commitment to offer guidance and mentorship to scrutiny members
- A willingness to ensure that joint scrutiny makes a difference
- An ability to negotiate and build consensus
- An ability to manage people, projects and resources
- A commitment to raising the profile of joint scrutiny and an ability to champion it within the authority and beyond

#### **5. Effective meeting management**

- Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements including protocols for public speaking and webcasting
- Ability to chair meetings effectively, managing members contributions and the agenda and progressing business to achieve the desired outcomes
- Ability to facilitate effective discussions focussing on the agreed questioning strategy.
- Ability to listen and question effectively
- Ability to prepare and introduce speakers and make them feel at ease when presenting to the committee
- Ability to be impartial and ensure that the committee is acting in a non-political way

#### **6. Community engagement**

- Understanding of the role of scrutiny in enabling local people and communities to contribute to the decision and policy making process

- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and to build an understanding of the role of scrutiny with the public and stakeholders
- Ability to engage with individuals and organisations in the community especially those traditionally excluded
- To promote an understanding that scrutiny is a last resort for matters such as CCfA
- Ability to manage expectations of the public in asking scrutiny to consider issues

## **7. Involving and developing of committee members**

- Understanding of the role and skills of the scrutiny committee and its individuals
- Ability to support members and the committee in assessing their performance
- Ability to identify any training and development needs and champion participation in appropriate learning and development.
- Provide mentoring, guidance and support to members in their roles such as members leading task and finish group

DRAFT

**Member of an Overview and Scrutiny Committee  
(Including Registered Representatives)**

**Role Description (within the Terms of Reference of the Committee)**

**1. Accountabilities**

- Chair of the appropriate scrutiny committee
- Full Council
- The public

**2. Role purpose & activity**

To participate fully in the activities of the Overview and Scrutiny Committee, the development and delivery of its work programme and any associated task and finish groups

**a. Scrutinising and developing policy**

- To assist in the development of council policy through scrutinising of draft policies, and improvement and refinement of existing policy
- To challenge policies on a sound basis of evidence for example against legislation or local political priority
- To assess the impact of existing policy and identify areas for improvement
- To identify where new policies might be required to address forthcoming legislation

**b. Holding the Executive to account, monitoring performance and service delivery**

- To monitor the performance of internal and external providers against standards and targets including questioning of executive and senior officers on the delivery of targets
- To contribute to the identification and mitigation of risk
- To investigate and make recommendations to address the causes of underperformance or poor performance
- To monitor action plans or recommendations following external audit, inspection or regulatory reports
- To evaluate the validity of executive decisions and challenge decisions through call in where appropriate
- To build trust with the executive so that appropriate matters could be sent to scrutiny for a pre-decision review prior to the executive taking a final decision

**c. Promoting the work of Overview and Scrutiny**

- To promote the role of overview and scrutiny within and outside the council, developing effective internal relationships with officers and other members and external relationships with community representatives.
- To demonstrate an objective non-political and evidence based approach to overview and scrutiny, by utilising a wide range of research in any work undertaken including sources of information outside the Council.
- To add value to the decision making and service provision of the authority through effective scrutiny
- To be able to demonstrate where scrutiny is making a difference by its involvement

**d. Community engagement**

- To use scrutiny as a means to address community issues and engage the public in forward work programmes
- To encourage stakeholders to participate in the work of the authority
- To assist in developing locally viable and acceptable policy solutions
- To build a dialogue around priorities, objectives and performance, among communities and stakeholders
- To take a county wide perspective in dealing with issues

**e. Participating in joint scrutiny**

- To work within the appropriate terms of reference and protocols governing joint working in scrutiny
- To apply the appropriate tests and criteria when deciding whether or not to undertake joint scrutiny
- To contribute to the scrutiny of regional bodies and partnerships
- To encourage public engagement in joint scrutiny
- To work effectively with partner scrutineers from other authorities and organisations.

**f. Meeting participation**

- To make adequate and appropriate preparation for meetings through research and briefings and planning meeting strategies
- To participate in a proactive objective, informed and effective manner taking account of the Code of Conduct, Standing Orders and other constitutional requirements.
- To demonstrate effective scrutiny inquiry skills in questioning, listening and information handling
- To be non-political
- To focus on outcomes / making a difference by participation

### 3. Values

To be committed to the values of the Council and the following values in public office:

#### We are Cardiff



- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability

DRAFT

## **Member of an Overview and Scrutiny Committee**

### **Person Attributes**

To fulfil their role as described in the role description, an effective member of a Scrutiny Committee may benefit from having the following personal attributes:

#### **1. Understanding of the role and functions of the council**

- Understanding of the key strategies, priorities and direction of travel of the Council
- Understanding of the purpose and a commitment to the scrutiny function
- Full understanding of the scrutiny remit and role, to deliver an approach to scrutiny which is (a) member led, (b) seeks to provide an evidence based challenge of decision makers and service providers and (c) is an important mechanism for community engagement and service improvements
- Understanding of the terms of reference for their own committee and how they relate to others.
- Ability to operate apolitically, objectively and with an understanding of equalities and diversity
- Understanding of member support functions
- Willingness to work within the guidance of the chair
- Willingness to undertake personal development as necessary and understand the skills they need to undertake the role
- Understanding of the legal requirement to take the views of the public into account
- Ability to negotiate and build consensus
- Understanding of the purposes and processes associated with the Councillor Call for Action and the Call In procedure
- Understanding of council service, improvement and financial priorities and risks
- Understanding of community issues
- Engage fully in scrutiny including asking questions

#### **2. Scrutinising and developing policy**

- Knowledge of and ability to evaluate existing policy
- Understanding of best practice
- Understanding of national and local legislative and policy context

#### **3. Monitoring performance and service delivery and holding the executive to account**

- Understanding of the councils improvement programme and associated risk assessment arrangements
- Understanding of the principles and practice of performance management
- Understanding of council's performance management arrangements
- Ability to analyse data and challenge performance

- Understanding of the arrangements for call in
- Ability to act as a critical friend and in a non-political way
- Undertake an overview rather than detailed monitoring
- Ability to hold Cabinet members / Statutory and Senior officers to account for the achievement of targets / objectives
- Monitoring action plans arising from internal or external regulator reviews

#### **4. Participating in Joint Scrutiny**

- A commitment to working jointly with scrutiny members of other authorities and representatives of partner organisations
- An understanding of the role and functions of the partnership/regional organisation
- An understanding of the key strategies, priorities and direction of travel of the partnership/regional organization
- A commitment to an approach to joint scrutiny which is member-led, provides an evidence-based challenge and is an important mechanism for community engagement and service improvement
- An ability to operate apolitically, objectively, collectively and inclusively
- Willingness to work within the guidance of the chair
- Willingness to undertake personal development as necessary and understand the skills they need to undertake the role
- An ability to negotiate and build consensus
- Full engagement in scrutiny, including asking questions

#### **5. Community engagement**

- Understanding of the role of scrutiny in enabling local people and communities to contribute to the decision and policy making process
- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and to build an understanding of the role of scrutiny with the public and stakeholders
- ability to engage with individuals and organisations in the community especially those traditionally excluded

#### **6. Meeting participation**

- Ability to interpret information and data from a range of sources
- Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements
- Ability to participate in meetings including effective listening, questioning and speaking
- Preparation work including considering lines of questioning
- Ability to present information to the committee

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**CYNGOR CAERDYDD  
CARDIFF COUCL**



**DEMOCRATIC SERVICES COMMITTEE:**

**14 January 2019**

## **REPORT OF THE HEAD OF DEMOCRATIC SERVICES**

### **DEMOCRATIC SERVICES COMMITTEE - ANNUAL REPORT 2018**

#### **Reason for this Report**

1. To enable the Democratic Services Committee to consider the content of its Annual Report for 2018 and approve the arrangements for the report to be finalised and presented to full Council.

#### **Background**

2. In order to fulfil its terms of reference and to reflect on the support provided to Elected Members, the Committee prepares an annual report for presentation to full Council each year.

#### **Terms of reference – Democratic Services Committee**

3. The Committee's terms of reference are:
  - (a) To carry out the local authority's function of designating the Head of Democratic Services.
  - (b) To keep under review the adequacy of provision of staff, accommodation and other resources made available to discharge the democratic services functions of the Authority.
  - (c) To make reports, at least annually, to the full Council in relation to these matters.
4. Previously the Annual Report of the Democratic Services Committee was presented to Council in June each year and covered a municipal year i.e. the period between Annual Meetings of Council.
5. For Council to effectively consider the services and support provided to Elected Members the report from the Democratic Services Committee should be dovetailed with the budget setting process. Therefore, it is planned that future Annual Reports of the Committee be presented to Council in January each year. However, this would require the reporting period to be switched from municipal year to calendar year.

6. Based on the existing formats and the work undertaken by the Committee during the last year, suggested contents include:
  - a. Chair's Foreword
  - b. Membership of the Democratic Services Committee
  - c. Terms of Reference
  - d. Committee Attendance
  - e. The Democratic Services Team – Support, Services and Structures
    - Head of Democratic Services
    - Committee Services
    - Electoral Services
    - Member Services
    - Scrutiny Services
  - f. Key Activities
    - WAO Review - Overview and Scrutiny Fit for the future
    - Cardiff Capital Region City Deal Joint Scrutiny Committee
    - European Local Democracy Week
    - Developing the Elected member Learning and Development Strategy
  - g. Collaborative Working and Networks
    - Members and Officers
      - a) National/South East Wales Regional Scrutiny Networks
      - b) Member Support and Development Lead Member and Officers network
      - c) Independent Remuneration Panel for Wales
    - Officers
      - d) South Wales Modern.gov User group
      - e) Association of Electoral Administrators
      - f) Association of Democratic Services Officers
  - h. Performance data
    - Learning and Development activities
    - Webcasting
    - Members Enquiries System
    - Scrutiny engagement and participation
    - Annual Reports
  - i. Forward Plan for 2019
  - j. Summary

### **Legal Implications**

7. There are no direct legal implications arising from this report.

### **Financial Implications**

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

### **Recommendation**

The Committee is recommended to:

- 1) Provide comments on the content of the Committee's Annual Report 2018
- 2) Delegate authority to the Head of Democratic Services, in consultation with the Chair of the Committee, to draft and finalise the Annual Report, having regard to comments provided by Members of the Committee; and
- 3) approve that the Annual Report be presented to full Council on 31 January 2019 by the Chairperson.

**GP JONES**

**Head of Democratic Services**

08 January 2019

Background papers:           None

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## **REPORT OF THE HEAD OF DEMOCRATIC SERVICES**

### **FORWARD WORK PROGRAMME**

#### **Reason for this Report**

1. The purpose of this report is to propose topics for inclusion on the Democratic Services Committee Forward Work Programme.

#### **Background**

2. The Local Government (Wales) Measure 2011, Part 1, Chapter 2, <https://www.legislation.gov.uk/mwa/2011/4/part/1/chapter/2> requires local authorities to appoint a Democratic Services Committee to oversee the Democratic Services functions of the Council, ensure that the work is adequately resourced and report to the full Council accordingly.
3. The Forward Work Plan gives notice of, and transparency to, matters under review and for decision during the municipal year and reflects the Committees Terms of Reference as set out in the Legal implications and paragraph 9 of this report.
4. The Forward Work Plan needs to reflect the time commitment required for Committee Members and the resources available within the Council to meet the Committee's ambitions

#### **Issues**

5. The main work streams of the Committee are to provide the frameworks to support Democratic Services functions and the work of Elected Members, as well as supporting Elected Member with essential and advisory learning opportunities; personal development and in their specific roles within the Council.
6. The proposed items for inclusion at meetings of the Democratic Services Committee in the 2019/2020 Municipal year are shown at **Appendix 1**.
7. The Committee is requested to consider the draft work programme and advise the Head of Democratic Services of any changes required to the programme. The Committee is also requested to consider if they wish to invite any persons to attend its meetings to support the items identified.

## **Legal Implications**

8. In considering its Work Programme, the Committee should have regard to its statutory terms of reference and available resources.
9. The Committee's terms of reference are:
  - (a) To carry out the local authority's function of designating the Head of Democratic Services.
  - (b) To keep under review the adequacy of provision of staff, accommodation and other resources made available to discharge the democratic services functions of the Authority.
  - (c) To make reports, at least annually, to the full Council in relation to these matters.

## **Financial Implications**

10. There are no financial implications directly arising from this report. In the implementation and delivery of the Democratic Services Committee Forward Work Programme any costs will need to be identified and found within existing financial resources.

## **RECOMMENDATION**

It is recommended that the Democratic Services Committee considers the proposed Work Programme appended to this report and identifies any additional topics for consideration at future meetings of the committee.

**G JONES**  
**HEAD of DEMOCRATIC SERVICES**  
4 January 2019

## **APPENDIX A - Proposed Work Programme**

Background Papers: None

**APPENDIX A**

**PROPOSED WORK PROGRAMME**

<b>MEETING DATE</b>	<b>ITEM</b>	<b>OBJECTIVE/OUTCOME</b>	<b>ADDITIONAL INVITEES</b>	<b>PRIORITY</b>
July 2019	Democratic Services – Activities & Service Support Matters	To inform Committee on performance of the Council’s Democratic Services		GREEN
July 2019	Role Descriptions	To provide the Democratic Services Committee with the second tranche of revised Role Descriptions for consideration	Lead Cabinet Member	GREEN
July 2019	Learning and Development Programme from Sept 2019 - March 2020	To approve and agree Learning programme	Chair of the Scrutiny Chairs Liaison Forum	GREEN
July 2019	Member Survey Autumn 2019	To finalise the Member Survey for circulated to all Elected Members in late September 2019		GREEN
July 2019	Cardiff Council Mentoring Scheme	To consider and agree a Mentoring Scheme for formal adoption by Council for introduction prior to the next Local Election	Representative from WLGA and or Cardiff Academy	GREEN
January 2020	Draft Annual Democratic Services Report 2019	To consider the draft Annual Report for submission to Council in January 2020		GREEN
January 2020	Democratic Services – Activities & Service Support Matters	To inform Committee on performance of the Council’s Democratic Services		GREEN
January 2020	Role Descriptions	To provide the Democratic Services Committee with the final tranche of revised Role Descriptions for consideration.		GREEN

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