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

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### **MEMBERS SERVICES - STRUCTURE, SERVICES AND SUPPORT**

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

1. The purpose of this report is to inform the Democratic Services Committee of the current structure, services and support provided to County Councillors.

#### **Background**

##### Role of the Democratic Services Committee

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. The democratic services functions include Members' services, Committee Services and Scrutiny Services, but do not include Cabinet Support.

#### **Current Position / Issues**

##### Head of Democratic Services

3. The Democratic Services Committee is required to designate a Head of Democratic Services to discharge the democratic services functions of the Council.
4. The Cabinet at its meeting on 21 September considered proposals for a revised management structure. The Cabinet proposal included a new post to discharge the statutory role of the Head of Democratic Services and report directly to the Director Governance and Legal Services.
5. The post is to be established within existing resources at OM1 level, and will provide additional senior level support to, and advocacy on behalf of, all Councillors, in accordance with the Local Government (Wales) Measure 2011 and will reinforce the centrality of Councillors to the future of Local Government in Cardiff and Wales. A copy of the draft Head of Democratic Services Job Description and Person Specification is attached as **Appendix A**.

6. The Head of Democratic Services role has been allocated on an interim basis to Geoff Shimell, the Legal Services Operational Manager for Property and Development, and these arrangements will cease on the successful appointment to the new role.
7. The Cabinet agreed that a consultation on the proposals would take place during September/ October and a report for decision would be presented for approval to Cabinet; Employment Conditions Committee and Council in November 2017.

#### Committee & Members Services

8. The Committee and Member Services team provides a diverse range of support services. These include clerking full Council and its committees, supporting the Monitoring Officer by maintaining the statutory registers of interests and hospitality for Councillors, supporting Councillors as Ward Members; as Chairs; and as Members of Committees, ensuring Councillors are able to meet their statutory responsibilities and the programming of the learning and development arrangements. **Appendix B** sets out the current structure and **Appendix C** lists the range of services supported by this team.

#### Members Services

9. Since May 2017, the Members Services team has been strengthened as a result of the outcomes of the Review of Support to Councillors undertaken in 2016/17 and the transfer of the operational responsibility of the Members Enquiry System (MES) to the team and the consequential successful resource bid approved as part of the 2017/18 budget.
10. All posts in the Member Services team have been appointed to and Councillors have received details of their lead Member Support Officer.

#### Committee Services

11. Committee Services supports the Full Council and its Committees, the formal decision-making and good governance of the Council. The team co-ordinates and services the Council and all Committees of Council including Governance Committees (Standards and Ethics Committee, Constitution Committee, and Democratic Services Committee), and Scrutiny Committees; Regulatory Committees (Planning and Licensing); and Joint Committees (Regulatory Services, and Glamorgan Archives).
12. This equates to around 215 scheduled meetings a year for which they arrange suitable dates, prepare agendas, co-ordinate report approval, circulate documents, draft minutes, record decisions and attendances and publish appropriate information on the various websites.
13. This section also co-ordinates the delivery of the audio visual and webcasting facility for Council, Planning and Scrutiny Committees.

## Scrutiny Services

14. The Council has five themed Scrutiny Committees supported by Scrutiny Services who aim to enhance the democratic process by holding the Cabinet to account. Scrutiny Members work together to implement the Centre for Public Scrutiny's "four principles of good scrutiny", which are:

- Provide 'critical friend' challenge to Executive policy-makers and decision makers;
- Enable the voice and concerns of the public to be heard;
- Be carried out by 'independent minded governors' who lead and own the scrutiny role; and
- Drive improvement in public services.

These principles are achieved through

- Assisting Councillors with the review and analysis of policies, budgets and recommendations proposed by Cabinet, including pre-decision and performance scrutiny, and capturing Committee comments, observations and recommendations for the Chair to present to Cabinet or relevant Committee or body.
  - Assisting Councillors with the development and implementation of Scrutiny Committee forward work programmes;
  - Organising and attending Regional and collaborative scrutiny panels and joint Committee's.
  - Facilitation of research & evaluation investigations, including the development and implementation of Task and Finish scoping plans;
  - Arranging and supporting Task and Finish Groups and monitoring Panels agreed by the parent Committee;
  - Arranging cross-cutting Committee and Task & Finish Groups to ensure full participation and consideration of key topics
  - Drafting reports from Task & Finish Groups for consideration by Full Committee
  - Facilitation of the provision of external advice to Scrutiny Committees when necessary and commissioning independent research on behalf of Scrutiny.
  - Organising and assisting training and briefing sessions for Scrutiny member development.
15. The Annual Council at its meeting 25 May 2017 considered the recommendations of the Constitution Committee 2 March 2017 on a future model for scrutiny, and agreed to remain with the existing model of 5 themed committees for 2017/18 to allow the new Council the opportunity to experience scrutiny and take a view on a model for the future.

## Member Induction and Learning Development

16. The following Member Induction programme activities have been held since the Election in May: -

| Induction Training 2017   |                        |                |
|---|------------------------|----------------|
| Topic (E) denotes Essential   | Date                   | Total Attended |
| Induction and Marketplace (E)   | 8 May                  | 74/ 75         |
| Introduction to Code of Conduct & Ethics (E)<br>E. Learning           | Various (6)<br>On line | 70/75          |
| Getting Ready for Full Council  | 22 May                 | 27/75          |
| Information Governance & Data Protection (E)<br>E. Learning           | Various (3)<br>On line | 49/75          |
| Audit Committee (E)   | Various                | 8/8            |
| Licensing & Public Protection Committees                              | Various                | 10/12*         |
| Planning Committee (E)  | 19 June                | 12/12          |
| Introduction to Planning in Cardiff                                   | 16 June                | 13/75          |
| Introduction to Scrutiny  | 20 & 22 June           | 27/ 45         |
| Equalities Workshop (E)   | 23 July                | 30/75          |
| Corporate Parenting Advisory Committee (E)                            | 5 July                 | 7/9            |
| Scrutiny Questioning Skills   | 5 July                 | 17/45          |
| Visit to C2C and ARC  | 17 July                | 5/38           |
| Introduction to Local Government Finance (E<br>for newly Councillors) | Various (2)            | 17/38          |
| Education Matters - including School<br>Admission                     | 6 Sept                 | 7/75           |
| Welsh Awareness (E)   | 7 Sept (2)             | 18/75          |
| Introduction to the Council's Policy Framework                        | 11 Sept                | 8/75           |
| UN Child Rights Approach Part 1 (E)                                   | 26 Sept (2)            | 17/75          |
| Introduction to Performance and Performance<br>Management             | 28 Sept                | 19/75          |

17. The following briefing and drop in sessions have been held for Councillors

| Date               | Briefing Session  |
|--------------------|---|
| 11 May             | Champions League Final , Cardiff 2017 (Economic Development /Events & Emergency Management) |
| May / June Various | Introduction to IT and the IT Policy / Acceptable Usage Policy                              |
| 3 Aug & 6 Sept     | Employment Support Briefing (Communities Team)  |

| Date    | Briefing Session                  |
|---------|-----------------------------------|
| 8 Sept  | Managing Email and Folders        |
| 15 Sept | Access to Electronic Agenda Packs |

18. In addition to structured learning sessions, one to one drop in and group sessions, Councillors have been advised of the All Wales Academy on-line for Councillors and School Governor and Employee ELearning opportunities.
19. The Member Learning Programme to December 2017 and a list of other sessions to be programmed in 2018 including repeat Essential training sessions is attached at **Appendix D**
20. A part of the Member Survey 2107 will include a section on a training needs analysis that will support the development of individual and collective learning sessions.
21. The Democratic Services Committee is requested to identify any additional topics for delivery either as Member Development sessions or as briefings or drop-in sessions.

### **National and Regional Learning Opportunities 2017/2018**

22. The Welsh Local Government Association (WLGA) is providing a Regional Induction Event for new Councillors and there are two opportunities for Cardiff Councillors to attend:
  - Friday 6 October at Caerphilly Council Offices; or
  - Friday 17 November at the All Nations Centre.

These events will include the following items:

- **The shape of things to come** - what does the Welsh Government expect from Councillors? Mark Drakeford AM, Cabinet Secretary for Finance and Local Government.
  - **5 years in office but a lifetime's legacy.** Sophie Howe, Future Generations Commissioner.
  - **Secrets of success** - what works for councillors? Ian Bottrill, Former leader, researcher and national trainer.
  - **The state of the nation.** Steve Thomas CBE, WLGA Chief Executive.
  - **Everybody's doing it** - using social media successfully. Mel Doel, national trainer, former BBC Wales journalist and National Park Authority chair 2016/17.
  - **Meeting other new councillors**, sharing early experiences and discussing your aspirations with colleagues in your region.
23. The Academi Wales, the Welsh Government and Welsh Local Government Association (WLGA) are once again working in partnership with the Local Government Association (LGA) to deliver the Leadership Programme for Councillors. The Leadership programme is recognized by the ILM (Institute

of Leadership & Management), the UK's leading awarding body for leadership and management, and Leadership Academy graduates will receive an accredited certificate. The programme is limited to two Councillors per authority and is held over three weekends in the autumn in North Wales or early in the new year in South Wales. Cardiff has allocated its places to Councillors Jane Henshaw and Caro Wild

24. Both of the regional and national events are at no cost to the Council.

### **Member Development Budget Allocation**

25. The budget for 2017-18 for Member Learning & Development is £9,000, and the Conference and Convention expenses budget is £5,340. The Learning & Development budget is used to fund external training required and individual or committee related training. For example specific training for Councillors who sit on Licensing and Public Protection Committees on Hearings from the Institute of Licensing. The Conference & Convention expenses budget is available for Councillors attending events in their capacity as Council representatives or specific topic related seminars and events.

### **Member Enquiry System (MES)**

26. The table below provides an update on the number and types of Member enquires made during the months specified below.

| <b>Enquiry Type</b>          | <b>May 17</b> | <b>June 17</b> | <b>July 17</b> | <b>Aug 17</b> | <b>Sept 17</b> |
|------------------------------|---------------|----------------|----------------|---------------|----------------|
| <b>Total Enquiries</b>       | <b>307</b>    | <b>430</b>     | <b>380</b>     | <b>337</b>    | <b>457</b>     |
| <b>Member Self-serve (%)</b> | 56%           | 56%            | 66%            | 61%           | 49%            |
| <b>Logged by Officer (%)</b> | 44%           | 44%            | 34%            | 39%           | 51%            |
| <b>Closed in the month</b>   | 290           | 423            | 388            | 354           | 425            |

27. The system provides useful data on trends and tracking of cases for directorates and it is important that enquiries are logged on this system to give an accurate analysis of issues and trends that are reported to Senior Managers on a monthly basis.

### **IT Services**

28. The ICT team supported by the Committee & Member Services team rolled-out the programme of allocation of equipment and the electronic infrastructure to enable members to interact electronically with the Council and the public. All new Members received new ICT equipment within 10 days of being elected; and those returning Members requiring an upgrade have been rolled out over the summer months.

29. An upgrade was made to the dedicated PC's in the Members Lounge and Library, County Hall and Business Office, City Hall as well as Group and Chairs Rooms.
30. The ICT service desk or Members Services team as appropriate provides maintenance and support for ICT equipment and services.
31. All Members have the Modern.Gov App on their device and Councillors are invited (if they have not already done so) to book in with the Committee team to activate their account and be shown how the App works to support Members at meetings to meet the Directorate aim to become 'paper light '. Members are encouraged only to receive paper copies of agenda and reports from meetings where necessary. For example, the Council agenda and reports for last week's Council meeting cost £14.50 per agenda to be printed.
32. The table below sets out the savings made on printing by Committee and Members Services since 2013/14 when the new Members technology was introduced.

Table of Printing Costs

| Year                               | Cost    | % Reduction | Target Reduction |
|------------------------------------|---------|-------------|------------------|
| 2013/14                            | £43,517 |             |                  |
| 2014/15                            | £21,820 | 50.14%      | 23%              |
| 2015/16                            | £18,055 | 17.25%      | 10%              |
| 2016/17                            | £12,941 | 28.3%       | 7%               |
| 2017/18 to 30 Sept 2017 (6 months) | £5,110  | 29.6%       | 7%               |

## **Networks**

### Member Support Officer (MSO) and Member Development Champions Network.

33. These networks aims to improve the services and member development opportunities provided to Councillors. The MSO is primarily for officers, with Councillors forming the Member Development Champions Network. The two networks have joint meetings on a regular basis to share views and ideas.
34. The first meeting since the election was on 7 September, and was attended by the Chair of Democratic Services and the Committee and Members Services Manager. The following topics were considered:
  - Reforming Local Government White Paper responses and timetable;
  - Electoral Reform Consultation which closed on 10 October 2017 <https://consultations.gov.wales/consultations/electoral-reform-local-government-wales>
  - All Wales Councillor Exit Survey 2017

- Member Induction – success and outcomes; and learning from good practice;
- Future Work Programme for this Network.

#### Regional and National Scrutiny Champions and Scrutiny Officers Networks.

35. These networks are similar in make up to the other networks but assist with the development of Overview & Scrutiny in Wales including the provision of bespoke support for individual authorities and the production of publications. Supported by Welsh Government and the WLGA, meetings take place nationally and regionally.
36. Cardiff Council was represented at an all Wales meeting of scrutiny officers at Powys County Council on 29 June 2017. Topics considered included:
- Reforming Local Government White Paper – implications for overview and scrutiny of regional accountability and governance.
  - Overview and Scrutiny-Fit for the Future? - notification of a Wales Audit Office project for 2017-18. The national review will examine the impact of the Well-being of Future Generations Act on the work of scrutiny committees across all 22 Councils, including Public Services Board (PSB) scrutiny, with the aim of facilitating improvement and sharing good practice.
  - PSB Scrutiny - consideration of draft Welsh Government guidance to support the statutory scrutiny requirements of the Well-being Act, produced by the Centre for Public Scrutiny.
  - Scrutiny Induction Training - sharing of Council approaches.

#### National, Regional and Local Networks for Modern.gov Users

37. The Modern.gov system provides a committee administration and management system that used by over 290 Local Authorities, National parks and other authorities across the UK including the Welsh Government. The networks allow us to consider good working practices at all levels and identify suitable areas for development by Modern.gov which will provide additional efficiencies. Feedback from these meetings is provided to the Democratic Services Committee where appropriate

#### **Member Annual Reports**

38. The Committee is advised that all Elected Members are provided with the opportunity to complete an Annual Report in accordance with the provisions of the Local Government (Wales) Measure 2011. The annual report details the work of the Councillor over the previous year and is published bilingually on Members' individual webpages. Details of the number of Members who have published their annual reports are reported to the Independent Remuneration Panel (IRP) for Wales as requested by the Minister for Public Services.
39. Member Support Officers will assist Councillors in completing a standard template and will populate key data on attendance and training records.



The timeframe for preparation and publication of Annual reports is provisionally proposed as follows:

- Draft Report from Members Services to individual Councillors by 15 May 2018
- Councillor to return draft report to Members Services by 12 June 2018 for sign off by Head of Democratic Services and translation
- Publication by 30 June 2018

### **Independent Remuneration Panel for Wales Consultation with Welsh Councils**

40. Three members of the Independent Remuneration Panel for Wales (IRPW) that included the Chair, John Bader visited Cardiff Council on 12 September 2017.
41. The Panel met with the Chief Executive, Leader & Deputy Leader, Cabinet Members, Opposition Leader(s), and backbenchers, Chairs of various committees (particularly scrutiny, regulatory), Lord Mayor, co-opted members and relevant policy officers.
42. The aim of the visit was for the Panel to hold two-way discussions, and gather evidence on:
  - Views on the current Remuneration Framework;
  - The role/ responsibilities of the Leader and the Cabinet Members;
  - Nature of Chair roles for different committees;
  - Details of joint working/collaboration on specific areas/projects in addition to daily roles;
  - Diversity of Members;
  - Two levels of salaries for Cabinet Members and Committee Chairs
  - Reimbursement of Costs of Care;
  - The quantum of the Basic salary and views on benchmarking;
  - Member's support;
  - Long term sickness of senior salary holders;
  - Discussion with Co-optees
  - Sharing best practice
43. Details gathered supported the Panel in producing its Annual Report to be published by 28 February 2018.
44. The Council on 4 October 2017 received notification from the Chair, John Bader that, in accordance with the requirements of Section 147 of the Local Government (Wales) Measure 2011, the draft Independent Remuneration Panel for Wales Annual report had been published on the webpage: <http://gov.wales/irpwsb/home/publication-reports/financial-year-2018-19/?lang=en>
45. In order to meet the Measure's requirement to publish this report by 28 February 2018, any representations on the content of the report and the recommendations should be received by no later than **29 November 2017** via: [IRPMailbox@gov.wales](mailto:IRPMailbox@gov.wales)

## Ongoing Work

46. Following the Local Government Elections the key tasks for the Committee & Members Services and Scrutiny Services teams in the next 12 months include:
- Provide the highest possible level of support to Councillors using the available resources.
  - Completion of Member Induction Programme.
  - Development of ongoing Learning & Development opportunities.
  - Member Survey 2017 to help inform the Member Learning Programme.
  - Embedding of effective scrutiny with the new Committees.
  - Consider the way forward for the delivery of services within the 2018/19 financial framework.

## Legal Implications

47. The Democratic Services Committee must:
- (a) designate the statutory Head of Democratic Services,
  - (b) review the adequacy of provision by the authority of staff, accommodation and other resources to discharge democratic services functions, and
  - (c) make reports and recommendations to the authority in relation to such provision
48. It is for the Democratic Services Committee to determine how to exercise those functions, but the Committee must have regard to any guidance from the Welsh Ministers.
49. The Head of Democratic Services is required to discharge the democratic services functions, which are defined as follows:
- (a) to provide support and advice:
    - to the authority in relation to its meetings;
    - to committees of the authority and the members of those committees;
    - to any joint committee which a local authority is responsible for organising and the members of that committee;
    - in relation to the functions of the authority's scrutiny committees,
    - to members of the authority, members of the executive and officers;
    - to each member of the authority in carrying out the role of member of the authority (but excluding a member's role as an Executive member);
  - (b) to promote the role of the authority's scrutiny committees;
  - (c) to make reports and recommendations to Council in respect of the number and grades of staff required to discharge democratic services functions and the appointment, organisation and proper management of those staff; and
  - (d) any other functions prescribed by the Welsh Ministers.

49. The information set out in the report enables the Democratic Services Committee to oversee the work of Democratic Services, ensure the work is adequately resourced and report to full council as appropriate.

### **Financial Implications**

50. The new post of Head of Democratic Services is part of the revised Senior Management Structure and is proposed to be funded from existing resources.
51. Other services are provided within the 2017/18 budget allocation for this Directorate details of which are reported in the Quarterly Financial Monitoring reports.

### **RECOMMENDATIONS**

The Committee is requested to

- (1) provide feedback as part of the consultation, on the proposal to create a new post for the designated Head of Democratic Services and the draft Role Description and Person Specification;
- (2) note and provide feedback on the Support Services provided to Councillors;
- (3) identify any other learning opportunities to be included in the Learning Programme for 2018;
- (4) receive and consider the Independent Remuneration Panel for Wales Draft Annual Report - February 2018 and whether the Committee would wish to formally respond to the consultation

### **GEOFF SHIMELL**

#### **Interim Head of Democratic Services**

4 October 2017

### **APPENDICIES**

Appendix A – Head of Democratic Services Draft Job Description and Person Specification

Appendix B – Democratic Services Structure

Appendix C – Functions and Services of Committee & Member Services team

Appendix D – Member Meeting and Learning Programme to December 2017

Background Papers

Cabinet report, September 2017 'Senior Management Arrangements'

Democratic Services Committee report Designation of Interim Head of Democratic Services 5 February 2014

[Independent Remuneration Panel for Wales Draft Annual Report - February 2018](#)