

Agenda



Democratic Services Committee

Date: Thursday, 9 November 2017

Time: 10.00 am

Venue: Committee Room 1 - Civic Centre

To: Councillors C Ferris (Chair), C Evans, M Evans, Y Forsey, I Hayat, R Hayat, J Mudd, K Thomas and T Watkins

Item	Wards Affected
1	<u>Agenda- Cym</u> (Pages 3 - 4)
2	<u>Apologies for Absence</u>
3	<u>Minutes of the Previous Meeting</u> (Pages 5 - 8) Minutes of the meeting of 20 June 2017
4	<u>Member Development</u> (Pages 9 - 58) WPGA Member Development Charter Criteria
5	<u>Independent Remuneration Panel Draft Report</u> (Pages 59 - 66)
6	<u>Work Programme</u> (Pages 67 - 70)
7	<u>Review of the Constitution</u> Verbal Update
8	<u>Date of Next Meeting</u> Thursday 22 February 2018 at 17:00

Contact: Joy Howells

E-mail: joy.howells@newport.gov.uk

Date of Issue: Saturday, 4 November 2017

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Agenda

Pwyllgor Gwasanaethau Democrataidd

Dyddiad: 9 Tachwedd 2017

Amser: 10:00

Lleoliad: Ystafell Bwyllgor 1 - Y Ganolfan Ddinesig

At: Cynghorwyr : C Ferris (Cadeirydd), C Evans, M Evans, Y Forsey, I Hayat, R Hayat, J Mudd, K Thomas & T Watkins

Eitem		Wardiau Dan Sylw
1	<u>Agenda Cym</u>	
2	<u>Ymddiheuriadau</u>	
3	<u>Cofnodion</u>	Pob Ward
4	Adroddiad Drafft Panel Cydnabyddiaeth Ariannol Annibynnol	Pob Ward
5	Datblygu Aelodau	Pob Ward
6	Rhaglen Waith	Pob Ward
7	Adolygiad o'r Cyfansoddiad	Pob Ward
8	Dyddiad y Cyfarfod Nesaf 22 Chwefror 2018 a 17:00	

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Minutes



Democratic Services Committee

Date: 20 June 2017

Time: 5.00 pm

Present: Councillors C Ferris (Chair), M Evans, Y Forsey, R Hayat and T Watkins

In Attendance: Cllr K Thomas, G Price (Head of Law & Regulation), E Mulligan (Interim Head of Democratic Services) and J Howells (Democratic Services Support Officer)

Apologies: Councillors C Evans, J Mudd and H Thomas

The Chair welcomed new members Councillors Forsey and Hayat to the meeting

1 Apologies for Absence

Noted above.

2 Minutes of the Previous Meeting

Item 4: A query was raised in relation to the unwritten convention regarding ward issues which was due to be included in the induction pack. The Head of Law & Regulation confirmed that this was something that would now be discussed with the new Business Managers.

The minutes of the meeting held on 17 February 2017 were confirmed as a true record.

3 Terms of Reference

The Local Government Measure requires each county and county borough council to establish a Democratic Services Committee. The City Council at its meeting held on 22 May 2012 established the committee, agreed its composition, its chair and adoption of terms of reference.

As this is the first meeting of the Committee since the elections in May 2017, the report was prepared to provide some information as to the role and scope of the Committee as part of the member development programme.

The Head of Law & Regulation confirmed that the Committee had been fairly prescriptive in following the functions as set out in the Local Government (Wales) Measure 2011, these functions being:

- I. Designating the Head of Democratic Services.
- II. Keeping under review the provision of staff, accommodation and other resources made available to the head of democratic services in order that it is adequate for the responsibilities of the post.

- III. Making reports, at least annually, to the Council in relation to these matters.
- IV. The City Council agreed to widening the role of the Democratic Services Committee (DSC) to include the consideration of any proposed amendments to the council's constitution for recommendation to the Executive where appropriate and to the Council.
- V. The DSC cannot perform other functions, apart from overseeing the democratic services functions prescribed in the Measure and, therefore, cannot discharge any dual role (for example doubling-up as a Scrutiny committee).

In the past the Committee had been more reactive in the issues it had considered in addition to those listed above but it was suggested that a work programme now be compiled and its make-up would need to be discussed at the next meeting.

There was also an opportunity to once again consider member development as there was now a Cabinet Member appointed to cover member development. Training would be tailored to meet members' specific roles and responsibilities. Whilst the budget for member training was limited a lot could be done in-house.

The timing of future Democratic Services Committee meetings was discussed and it was agreed that it would continue in its previous format of alternating the meetings between 10am and 5pm.

Agreed:

The report was noted

4 **Annual Report by the Head of Democratic Services**

This report was prepared by the previous Head of Democratic Services.

One of the duties of the Democratic Services Committee is to consider whether the Head of Democratic Services has sufficient staff and resources to discharge the statutory functions of democratic services.

The contents of the report were discussed. In addition to all statutory obligations continuing to be met, staff were also carrying out work outside of these obligations. Acknowledging the financial challenges currently faced by the council the Head of Law & Regulation agreed that the provision by the authority of staff, accommodation and other resources by the council is adequate to discharge democratic services functions as they currently exist. However, whilst statutory requirements were being met potential pressures which could arise from:

- Any changes in the demands and needs of elected members and external factors, particularly post-election
- Any changes in statutory requirements or local decisions in relation to scrutiny (such as recent changes in relation to Scrutiny of PSBs)
- Increased day to day demands
- Any increased requirements from the Welsh language standards
- Any increased requirements from the Wellbeing of Future generations legislation
- Any further demands from regulatory bodies
- Changes in legislative requirements
- Member development
- Any increase in requirements relating to broadcasting
- Any Impact of the Welsh Government's proposals for local government

A discussion ensued highlighting the following:

- whether the section would have sufficient resources to discharge democratic services functions if it was faced with extra pressure from the demands of Welsh Government.
- that the introduction of the Wellbeing of Future Generations (Wales) Act will require an alternative way of thinking by the Council

The Head of Law & Regulation confirmed that the above list had been compiled as possible extra pressures. However, Democratic Services and Communications and Marketing were presently undergoing a restructuring which should help alleviate any problems with lack of resources.

The Interim Head of Democratic Services informed members that Scrutiny had also been reorganised to cover scrutiny with the present resources.

Agreed

To accept and endorse the Annual Report by the Head of Democratic Services

5 Annual Report of the Democratic Services Committee

The Local Government Measure requires each local authority to establish a Democratic Services Committee. The Committee is required to provide an annual report to Council.

At its inception the City Council agreed to widen the role of the Democratic Services Committee to include the consideration of any proposed amendments to the Council's Constitution for recommendation to the Executive where appropriate and to the Council.

The Measure was subsequently amended by the Local Government Democracy (Wales) Act 2013, to specifically provide for a wider range of functions for Democratic Services Committees, along the lines adopted in Newport.

The report is traditionally a backward looking report covering issues which had been discussed by the committee over the past year. Ideally if a work programme was agreed the items would be included in the annual report showing which had been considered by the committee over the year.

With no issues raised it was agreed that the report go to the next Council meeting.

Agreed

To agree the content of the Committee's annual report for submission to the Council as required by the Local Government Measure.

6 Date of Next Meeting

The next meeting will take place on Thursday 9 November 2017 at 10am.

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Report

Democratic Services Committee

Part 1

Date: 9 November 2017

Subject The Wales Charter for Member Support and Development

Purpose To present the criteria and assessment process for the Charter, for discussion and action planning.

Author Democratic Services and Communications Manager

Ward All Wards

Summary The Welsh Local Government Association established the Wales Charter for Member Support and Development in 2012, in response to the Local Government (Wales) Measure 2011 and the new legislative requirements for corporate governance and member support and development.

As is described in the attached guidance, the Charter aims to provide a broad framework for local planning, self-assessment, action and review, together with networking and comparison among local authorities and the sharing of good and innovative practice.

With a new Cabinet lead for Member Development appointed, and the WLGA role descriptions adopted at Council in April, we are well placed to now embark on the self-assessment process with a view to achieving the Charter accreditation. It is suggested that, as a cross-party group with responsibility for Member support, the Democratic Services Committee could oversee and drive this process, in collaboration with the Cabinet Member.

The Criteria and Assessment Process for the Charter is attached.

Proposal In order to plan the next steps in this process, the Committee is asked to consider and discuss the attached criteria, including:

- (i) The Council's current position against the criteria
- (ii) Further actions needed to meet the Charter requirements

Action by Democratic Services and Communications Manager

Timetable Immediate

Background

The Welsh Local Government Association established the Wales Charter for Member Support and Development in 2012, in response to the Local Government (Wales) Measure 2011 and the new legislative requirements for corporate governance and member support and development.

As is described in the attached guidance, the Charter aims to provide a broad framework for local planning, self-assessment, action and review, together with networking and comparison among local authorities and the sharing of good and innovative practice.

With a new Cabinet lead for Member Development appointed, and the WLGA role descriptions adopted at Council in April, we are well placed to now embark on the self-assessment process with a view to achieving the Charter accreditation. It is suggested that, as a cross-party group with responsibility for Member support, the Democratic Services Committee could oversee and drive this process, in collaboration with the Cabinet Member.

The Criteria and Assessment Process for the Charter is attached.

Proposal

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- (i) The Council's current position against the criteria
- (ii) Further actions needed to meet the Charter requirements

Comments of Chief Financial Officer

There are no financial implications in considering the Charter criteria. Any actions resulting from the decisions will need to be achieved from existing budgets.

Comments of Monitoring Officer

To follow.

Staffing Implications: Comments of Head of People and Business Change

To follow.

Background Papers

WLGA Wales Charter for Member Support & Development

Dated: 2 November 2017



WLGA • CLILC

The Wales Charter for member Support and Development

The Criteria and Assessment Process



What is the Charter?

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

The Welsh Local Government Association has a long history of working with authorities to help them develop these activities. To provide structure to the national programme of support, the Wales Charter for Member Support and Development was developed collaboratively by the Association, members representing each of the political groups and member support officers from each authority.

The Charter aims to provide a broad framework for local planning, self-assessment, action and review together with networking and comparison amongst authorities and the sharing of good and innovative practice. Its wide adoption has raised the overall amount and standard of support given to members in Wales.

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

A list of authorities and their award status is available on the WLGA website

The Assessment Process

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

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

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

Reassessments at both Charter and Advanced Charter level are assessed through written submission only.

The Good Practice and Innovation Award for Member Support and Development

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

Criteria for the Award

The award recognises excellent or innovative practice in an **aspect of** member support or development which has **demonstrably improved** the outcomes for members or the authority. This practice should be **over and above** that required for the advanced level of the Charter or outside the scope of that award. In some cases, practice will be identified through applications for Charter status, in others, through separate application.

Applications for the Good Practice and Innovation Award

Should include:

- 1. A short written description** of the activity, including:
 - What is being done
 - How it is being done – including how members have been engaged in the process
 - Why it was introduced – links to personal or organisational development or the needs expressed by members for support.

- 2. A description of the impact on or outcomes for members** as a result of the activity. This should include quantifiable results and qualitative evidence from the authority and members.

- 3. Evidence for (2) above**

Assessment

The Good Practice and Innovation Award will be assessed based on a review of a written submission by a WLGA peer panel.

Practice exchange

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

Self-assessment frameworks are appended to this document.

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

Sarah Titcombe Policy and Improvement Officer (Democratic Services)

Email: sarah.titcombe@wlga.gov.uk **Telephone:** 02920468638

The Member Support & Development Charter Standard and Advanced Level Criteria

A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Advanced Charter Expansion and Clarification
<p>1. Members are supported with role descriptions.</p>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> • Leader • Deputy Leader • Cabinet Members • Scrutiny members • Scrutiny Chairs • Scrutiny Co-optees • Chairs of statutory committees • Chairs of area committees • Chair of the Audit Committee • Members of Audit Committee • Chair of Democratic Services • Member of Democratic Services • Ward Member, including community leadership and case work • Chair of Standards committee • Member of Standards Committee • Leader of the Opposition • Member Champion 	<p>What does adopted mean? Role descriptions exist and have been formally adopted for all the roles listed.</p> <p>There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them. What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> ▪ the WLGA model role descriptions for Welsh Authorities and ▪ the WLGA document <i>The Role of Councillors in Collaboration</i> and ▪ The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011 <p>Outside Bodies Where members are responsible for formally representing the authority or making decisions that could impact on the</p>	<p>Role descriptions are available for all members covering all aspects of their role.</p> <p>Members are undertaking the responsibilities described in the role descriptions.</p> <p>Role descriptions inform the PDR process</p>	<p>Every member has a role description which matches what they do. Including guidance for members of a working or task and finish group – not a role description as such but some information to help members understand what is expected of them.</p> <p>All members need to be undertaking their roles in accordance with their role descriptions evidenced by having individually developed and/or agreed their RD.</p>

	Guidance is provided to members on their role on outside bodies.	authority or have legal obligations as - for example trustees of an organisation, they should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.		
2. Members are supported in undertaking their duties according to high standards of conduct.	All members are provided with training and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.	What can be interpreted as training and development? Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions.	Training is updated and delivered regularly. Potential breaches are addressed internally, as set out in the Ombudsman's report concerning local resolution. There are few justifiable referrals to the Ombudsman because members do not understand the code.	
3. Members are supported in understanding their roles and responsibilities as set out in the Constitution.	All members have received training on and understand the contents of the constitution, including: <ul style="list-style-type: none"> • the roles, responsibilities and limits to the roles of committees • the role of individual members and officers • Member/officer protocols 	Training has been made available to all members and take up of this has been high. The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants. Role descriptions may be in the constitution or as a separate	The Constitution and related documents listed at level one change in line with requirements.	Changes include governance arrangements due to the introduction of structures to support collaborative services.

	<ul style="list-style-type: none"> • meeting practice • standing orders • rules of debate 	document but should be formally adopted and valued.		
B. Member Development				
B1. A member learning and development strategy has been adopted.	<p>A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes:</p> <ul style="list-style-type: none"> • a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members. • a commitment to and methodology for developing members according to the needs of the organisation. • a commitment to and methodology for creating personal development <u>plans</u> for all members. 		All aspects of the strategy are in place and functioning effectively, with an effective methodology for monitoring and reviewing the strategy over time.	

	<ul style="list-style-type: none"> a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs. 			
<p>B2. Arrangements are in place for <u>all</u> members to be offered a PDR.</p>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> based on role descriptions contribute to personal development plans are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior/civic salary. <p>Note, although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.</p>	<p>What is a PDR? An opportunity for a member to discuss with any senior member or other suitably qualified person their own requirements for training and development.</p> <p>This should include some examination of current duties as set out in the role descriptions listed above and may include some self or supported reflection on current performance as a starting point. The outcomes of the discussion should feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every members needs.</p> <p>The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area.</p>	<p>The majority of members undertake PDRs regularly and at least annually according to the requirements set out in the first level. The PDR provides opportunities for members to identify the level at which development is required.</p>	<p>The outcomes effectively and regularly inform the member development strategy and programme. Members report that the process is useful and that their needs are, where possible, being met in terms of content and level.</p>

		<u>Anyone</u> conducting reviews should have received training in their purpose and methodology.		
<p>B3. A development programme for councillors is in place with a mechanism for its annual review.</p> <p>All councillors are made aware of, guided to and are able to access the development activities equally.</p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> • The annual development programme is planned and publicised in advance. • Members are made aware of development opportunities provided in response to their needs. <p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities.</p>	<p>There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and directors/service heads. The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas.</p> <p>The programme is provided to members giving sufficient notice for attendance.</p> <p>Members are notified of specific events in which they have expressed an interest.</p>	<p>The development programme is updated every year following monitoring and evaluation of the previous year and is demonstrably in line with member needs and the MD strategy. The content of the programme is made available to suit the needs of members with different skills and experience. i.e there is some <u>levelling</u> to development activities.</p>	

		The programme is designed to offer choice or variety of opportunities to attend.		
B4. Prospective candidates, candidates and new members are informed of their role and responsibilities.	<ul style="list-style-type: none"> ▪ The Council uses the national guidance and support materials available for candidates and prospective candidates. ▪ All new or returning members are provided with a programme of induction. 	<p>What is the national Guidance? This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available.</p> <p>What constitutes an induction programme? This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and outside the council and the work of the authority generally.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>	<p>Use is/planned or made of the national questionnaire to inform the development of candidates information for the next elections</p> <ul style="list-style-type: none"> • The candidates profile is measured in the national questionnaire and steps are taken or planned to inform groups or individuals who are not standing in the next elections. • Local information is provided to candidates in addition to that available nationally. <p>Every member moving to a new role has received an induction for that role.</p>	Notable practice might include road shows, media/social media campaigns. Website/printed promotional material.
B5. Development activities are relevant and of high quality.	Learning activities are provided in appropriate styles and settings based on the learning needs and styles of	<p>What are appropriate styles and settings? A mix of for example formal/informal group/individual,</p>	Training and development is provided to a consistently high standard, commissioning	

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

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

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

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

		information.		
D. Member Facilities				
D1. All members are provided with adequate access to ICT.	<ul style="list-style-type: none"> ▪ Members are provided with the equipment, or connectivity required to undertake their role. ▪ Basic training is provided in its use and help desk facilities are available. ▪ Members are supported in remote working through the use of remote access codes and Skype etc. ▪ Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented through the Measure). ▪ Members are able to communicate with the council and the public electronically. 	<p>Members are provided with equipment for their individual use to undertake council business.</p> <p>They are shown how to use the equipment and packages.</p> <p>They are able to have assistance if they are experiencing problems with using the equipment or it is faulty.</p> <p>Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.</p> <p>All council agendas and meeting papers are provided electronically.</p>	Members are routinely using the provisions required for level one and report that this is sufficient.	
D2. Information resources are provided	A central collection of information dedicated to member needs is provided as	An up to date and regularly revised collection of information resources is available specifically	Members routinely use the provisions required for level one and report	Good practice might include an interactive portal dedicated to members.

	part of the information and research support available to members.	for members. This contains agendas, minutes, training opportunities, links to web resources and access to performance data. Members are informed about the information that is available.	that this is sufficient.	
D3. Facilities for members to work in the Council are available.	Member needs have been reviewed and where required the following are provided: <ul style="list-style-type: none"> ▪ Shared areas for example for each political group. ▪ Private rooms for meetings. ▪ Offices for senior office holders. 	The needs of members must have been assessed. Rooms must be available but not necessarily permanently dedicated.	Members report that facilities are sufficient and that their needs are regularly reviewed.	

**A Self Assessment
Pro-forma for the Standard Level
Charter**

A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Description of authority approach and actions	References to supporting evidence enclosed
<p>1. Members are supported with role descriptions.</p>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> • Leader • Deputy Leader • Cabinet Members • Scrutiny members • Scrutiny Chairs • Scrutiny Co-optees • Chairs of statutory committees • Chairs of area committees • Chair of the Audit Committee • Members of Audit Committee • Chair of Democratic Services • Member of Democratic Services • Ward Member, including community leadership and case work • Chair of Standards committee • Member of Standards Committee • Leader of the Opposition • Member Champion 	<p>What does adopted mean? Role descriptions exist and have been formally adopted for all the roles listed.</p> <p>There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them. What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> ▪ the WLGA model role descriptions for Welsh Authorities and ▪ the WLGA document <i>The Role of Members in Collaboration</i> and ▪ The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011 <p>Outside Bodies Where members are</p>	<p><i>Example Entry:</i></p> <p><i>Role descriptions have been adopted for all the listed roles.</i></p> <p><i>These were adopted by full council on 27.07.12 having been developed by the MDWG from the WLGA framework.</i></p> <p><i>Every member agreed and signed their role descriptions in September 2012.</i></p>	<p><i>Example Evidence References:</i></p> <p><i>Full set of signed role descriptions evidence ref a.1.1</i></p> <p><i>council minutes 27.07.12 evidence ref a.1.2</i></p> <p><i>MDWG minutes 15.06.12 and 01.07.12 evidence ref a.1.3</i></p> <p><i>Terms of reference for outside bodies with emails to members evidence ref a.1.4</i></p> <p><i>E mail to members 27.09.12 evidence ref a.1.5</i></p>

	Guidance is provided to members on their role on outside bodies.	responsible for formally representing the authority or making decisions that could impact on the authority or have legal obligations as - for example trustees of an organisation, they should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.		
2. Members are supported in undertaking their duties according to high standards of conduct.	All members are provided with training and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.	What can be interpreted as training and development? Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions.		
3. Members are supported in understanding their roles and responsibilities as set out in the Constitution.	All members have received training on and understand the contents of the constitution, including: <ul style="list-style-type: none"> • the roles, responsibilities and limits to the roles of committees • the role of individual members and officers • Member/officer 	Training has been made available to all members and take up of this has been high. The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants. Role descriptions may be in		

	<ul style="list-style-type: none"> • protocols • meeting practice • standing orders • rules of debate 	the constitution or as a separate document but should be formally adopted and valued.		
B. Member Development				
B1. A member learning and development strategy has been adopted.	<p>A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes:</p> <ul style="list-style-type: none"> • a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members. • a commitment to and methodology for developing members according to the needs of the organisation. • a commitment to and methodology for creating personal development <u>plans</u> for 			

	<p>all members.</p> <ul style="list-style-type: none"> • a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs. 			
<p>B2. Arrangements are in place for <u>all</u> members to be offered a PDR.</p>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> • based on role descriptions • contribute to personal development plans • are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance • are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior/civic salary. <p>Note, although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.</p>	<p>What is a PDR? An opportunity for a member to discuss with any senior member or other suitably qualified person their own requirements for training and development.</p> <p>This should include some examination of current duties as set out in the role descriptions listed above and may include some self or supported reflection on current performance as a starting point. The outcomes of the discussion should feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every members needs.</p> <p>The WLGA document 'Guidance for Authorities</p>		

		<p>Planning to Implement Personal Development Reviews for Member' provides guidance in this area.</p> <p><u>Anyone</u> conducting reviews should have received training in their purpose and methodology.</p>		
<p>B3. A development programme for councillors is in place with a mechanism for its annual review.</p> <p>All councillors are made aware of, guided to and are able to access the development activities equally.</p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> • The annual development programme is planned and publicised in advance. • Members are made aware of development opportunities provided in response to their needs. <p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities.</p>	<p>There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and directors/service heads.</p> <p>The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas.</p> <p>The programme is provided to</p>		

		<p>members giving sufficient notice for attendance.</p> <p>Members are notified of specific events in which they have expressed an interest.</p> <p>The programme is designed to offer choice or variety of opportunities to attend.</p>		
<p>B4. Prospective candidates, candidates and new members are informed of their role and responsibilities.</p>	<ul style="list-style-type: none"> ▪ The Council uses the national guidance and support materials available for candidates and prospective candidates. ▪ All new or returning members are provided with a programme of induction. 	<p>What is the national Guidance? This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available.</p> <p>What constitutes an induction programme? This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and outside the council and the work of the authority</p>		

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

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

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

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

C5. Personal support for members	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.		
D. Member Facilities				
D1. All members are provided with adequate access to ICT.	<ul style="list-style-type: none"> ▪ Members are provided with the equipment, or connectivity required to undertake their role. ▪ Basic training is provided in its use and help desk facilities are available. ▪ Members are supported in remote working through the use of remote access codes and Skype etc. ▪ Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented 	<p>Members are provided with equipment for their individual use to undertake council business.</p> <p>They are shown how to use the equipment and packages.</p> <p>They are able to have assistance if they are experiencing problems with using the equipment or it is faulty.</p> <p>Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.</p> <p>All council agendas and</p>		

	<p>through the Measure).</p> <ul style="list-style-type: none"> ▪ Members are able to communicate with the council and the public electronically. 	meeting papers are provided electronically.		
D2. Information resources are provided	A central collection of information dedicated to member needs is provided as part of the information and research support available to members.	<p>An up to date and regularly revised collection of information resources is available specifically for members.</p> <p>This contains agendas, minutes, training opportunities, links to web resources and access to performance data.</p> <p>Members are informed about the information that is available.</p>		
D3. Facilities for members to work in the Council are available.	<p>Member needs have been reviewed and where required the following are provided:</p> <ul style="list-style-type: none"> ▪ Shared areas for example for each political group. ▪ Private rooms for meetings. ▪ Offices for senior office holders. 	<p>The needs of members must have been assessed.</p> <p>Rooms must be available but not necessarily permanently dedicated.</p>		

A Submission Pro-forma for the Advanced Level Charter

Appendix 2 – Submission Pro- forma Advanced Level

A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Description of authority approach and actions	References to supporting evidence enclosed
<p>1. Members are supported with role descriptions.</p>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> • Leader • Deputy Leader • Cabinet Members • Scrutiny members • Scrutiny Chairs • Scrutiny Co-optees • Chairs of statutory committees • Chairs of area committees • Chair of the Audit Committee • Members of Audit Committee • Chair of Democratic Services • Member of Democratic Services • Ward Member, 	<p>What does adopted mean?</p> <p>Role descriptions exist and have been formally adopted for all the roles listed.</p> <p>There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them.</p> <p>What can be defined as a role description?</p> <p>See</p> <ul style="list-style-type: none"> ▪ the WLGA model role descriptions for Welsh Authorities and ▪ the WLGA document <i>The Role of</i> 	<p>Role descriptions are available for all members covering all aspects of their role.</p> <p>Members are undertaking the responsibilities described in the role descriptions.</p> <p>Role descriptions inform the PDR process.</p> <p>Every member has a role description which matches what they do. Including guidance for members of a working or task and finish group – not a role description as such but some information to help members understand what is expected of them.</p> <p>All members need to</p>	<p><i>Example entry:</i></p> <p><i>Role descriptions for all members were developed by the D.S Committee in consultation with all members and agreed by Full Council in September 2012.</i></p> <p><i>Each RD outlines all aspects of that member's role.</i></p> <p><i>Each member has also been supplied with guidance covering their role on task and finish groups.</i></p> <p><i>Members agreed that the contents of their own RDs were a reflection of the work they undertake and signed them accordingly.</i></p>	<p><i>Example evidence references:</i></p> <p><i>Full set of signed role descriptions evidence ref a1.1</i></p> <p><i>D.S Committee minutes 19.07.12 and 28.08 12 evidence ref a1.2</i></p> <p><i>email to Members regarding task and finish terms of reference and member responsibilities evidence ref a1.3</i></p> <p><i>council minutes 29.11.12 evidence ref a1.4</i></p> <p><i>emails to individual members regarding rd content evidence ref a1.5</i></p>

	<p>including community leadership and case work</p> <ul style="list-style-type: none"> • Chair of Standards committee • Member of Standards Committee • Leader of the Opposition • Member Champion <p>Guidance is provided to members on their role on outside bodies.</p>	<p><i>Members in Collaboration and</i></p> <ul style="list-style-type: none"> ▪ The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011 <p>Outside Bodies Where members are responsible for formally representing the authority or making decisions that could impact on the authority or have legal obligations as - for example trustees of an organisation, they should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.</p>	<p>be undertaking their roles in accordance with their role descriptions evidenced by having individually developed and/or agreed their RD.</p>	<p><i>The role descriptions are provided to members conducting PDRs and used with the authority's member development framework as the basis for PDR discussions.</i></p>	<p><i>PDR Guidance evidence ref B2.2</i></p> <p><i>Members confirmation that roles are undertaken to be discussed at site visit.</i></p>
2. Members are supported in	All members are provided with training	What can be interpreted as	Training is updated and delivered		

<p>undertaking their duties according to high standards of conduct.</p>	<p>and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.</p>	<p>training and development? Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions.</p>	<p>regularly. Potential breaches are addressed internally, as set out in the Ombudsman's report concerning local resolution. There are few justifiable referrals to the Ombudsman because members do not understand the code.</p>		
<p>3. Members are supported in understanding their roles and responsibilities as set out in the Constitution.</p>	<p>All members have received training on and understand the contents of the constitution, including:</p> <ul style="list-style-type: none"> • the roles, responsibilities and limits to the roles of committees • the role of individual members and officers • Member/office r protocols • meeting practice • standing orders • rules of debate 	<p>Training has been made available to all members and take up of this has been high.</p> <p>The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants. Role descriptions may be in the constitution or as a separate document but should be formally adopted and valued.</p>	<p>The Constitution and related documents listed at level one change in line with requirements.</p> <p>Changes include governance arrangements due to the introduction of structures to support collaborative services.</p>		
<p>B. Member</p>					

Development					
<p>B1. A member learning and development strategy has been adopted.</p>	<p>A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes:</p> <ul style="list-style-type: none"> • a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members. • a commitment to and 		<p>All aspects of the strategy are in place and functioning effectively, with an effective methodology for monitoring and reviewing the strategy over time.</p>		

	<p>methodology for developing members according to the needs of the organisation.</p> <ul style="list-style-type: none"> • a commitment to and methodology for creating personal development <u>plans</u> for all members. • a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs. 				
<p>B2. Arrangements are in place for <u>all</u> members to be offered a PDR.</p>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> • based on role descriptions • contribute to personal development 	<p>What is a PDR? An opportunity for a member to discuss with any senior member or other suitably qualified person their own requirements for</p>	<p>The majority of members undertake PDRs regularly and at least annually according to the requirements set out in the first level. The PDR provides</p>		

	<ul style="list-style-type: none"> plans are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance are <u>made available</u> for all members and <u>must be undertaken</u> by members in a receipt of a senior/civic salary. <p>Note. although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.</p>	<p>training and development.</p> <p>This should include some examination of current duties as set out in the role descriptions listed above and may include some self or supported reflection on current performance as a starting point. The outcomes of the discussion should feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every members needs.</p> <p>The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area.</p>	<p>opportunities for members to identify the level at which development is required.</p> <p>The outcomes effectively and regularly inform the member development strategy and programme.</p> <p>Members report that the process is useful and that their needs are, where possible, being met in terms of content and level.</p>		
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		<u>Anyone</u> conducting reviews should have received training in their purpose and methodology.			
<p>B3. A development programme for councillors is in place with a mechanism for its annual review.</p> <p>All councillors are made aware of, guided to and are able to access the development activities equally.</p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> • The annual development programme is planned and publicised in advance. • Members are made aware of development opportunities provided in response to their needs. <p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities.</p>	<p>There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs. The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and directors/service heads. The programme includes 'specialist' areas of development reflecting the needs of</p>	<p>The development programme is updated every year following monitoring and evaluation of the previous year and is demonstrably in line with member needs and the MD strategy. The content of the programme is made available to suit the needs of members with different skills and experience. i.e there is some <u>levelling</u> to development activities.</p>		

		<p>members in developing skills and understanding in both corporate governance and thematic or service areas.</p> <p>The programme is provided to members giving sufficient notice for attendance.</p> <p>Members are notified of specific events in which they have expressed an interest.</p> <p>The programme is designed to offer choice or variety of opportunities to attend.</p>			
<p>B4. Prospective candidates, candidates and new members are informed of their role and responsibilities.</p>	<ul style="list-style-type: none"> ▪ The Council uses the national guidance and support materials available for candidates and prospective candidates. ▪ All new or returning members are 	<p>What is the national Guidance?</p> <p>This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand.</p>	<p>Use is/planned or made of the national questionnaire to inform the development of candidates information for the next elections</p> <ul style="list-style-type: none"> • The candidates profile is measured in the national questionnaire and steps are taken or 		

	<p>provided with a programme of induction.</p>	<p>These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available.</p> <p>What constitutes an induction programme? This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and outside the council and the work of the authority generally.</p> <p>Use is made of the national induction materials provided by the WLGA.</p>	<p>planned to inform groups or individuals who are not standing in the next elections.</p> <ul style="list-style-type: none"> Local information is provided to candidates in addition to that available nationally. <p>Every member moving to a new role has received an induction for that role.</p> <p>Notable practice might include road shows, media/social media campaigns. Website/printed promotional material.</p>		
<p>B5. Development activities are relevant and of high quality.</p>	<p>Learning activities are provided in appropriate styles and settings based on the learning needs and styles of individuals and committees. The authority has a systematic and effective approach to</p>	<p>What are appropriate styles and settings? A mix of for example formal/informal group/individual, interactive/passive working environment/away day The authority would</p>	<p>Training and development is provided to a consistently high standard, commissioning and evaluation is effective and systematic.</p> <p>The authority works</p>		

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

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

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

		<p>authority who can provide members with advice in relation to the discharge of the authority's scrutiny function, and support for scrutiny members or committees by impartially researching information. This should be in direct response to the needs of members when they are undertaking their legitimate scrutiny role.</p>			
<p>C2. Arrangements made for the business of the Council are flexible and enable members to participate fully regardless of personal circumstances</p>	<p>A review of the arrangements for council business has taken place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.</p> <p>Members have been involved in developing the approaches to remote attendance as set out in the standing orders as/when required by the Measure.</p>	<p>Authorities should have undertaken a review in line with Measure guidance i.e at least once every term, preferably shortly after the new council is elected which at least measures whether daytime or evenings are preferred and if particular times cause problems for individual members. Individual committees should be able to define what is convenient for members of that committee. What</p>	<p>The authority can demonstrate that it knows the requirements of its current members and has met them.</p> <p>i.e meetings are arranged to suit the convenience of the majority of members expected to attend the meeting. Special arrangements are made for those members who have special access requirements.</p> <p>Arrangements for</p>		

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

C5. Personal support for members	<p>Members are provided with access to guidance on their rights and benefits as members.</p>	<p>Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.</p>	<p>Members report that this information and advice is adequate.</p>		
D. Member Facilities					
D1. All members are provided with adequate access to ICT.	<ul style="list-style-type: none"> ▪ Members are provided with the equipment, or connectivity required to undertake their role. ▪ Basic training is provided in its use and help desk facilities are available. ▪ Members are supported in 	<p>Members are provided with equipment for their individual use to undertake council business.</p> <p>They are shown how to use the equipment and packages.</p> <p>They are able to have assistance if they are experiencing problems with using the equipment or it is faulty.</p>	<p>Members are routinely using the provisions required for level one and report that this is sufficient.</p>		

	<p>remote working through the use of remote access codes and Skype etc.</p> <ul style="list-style-type: none"> ▪ Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented through the Measure). ▪ Members are able to communicate with the council and the public electronically. 	<p>Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.</p> <p>All council agendas and meeting papers are provided electronically.</p>			
D2. Information resources are provided	A central collection of information dedicated to member needs is provided as part of the information and research support	An up to date and regularly revised collection of information resources is available specifically for members.	Members routinely use the provisions required for level one and report that this is sufficient.		

	available to members.	<p>This contains agendas, minutes, training opportunities, links to web resources and access to performance data.</p> <p>Members are informed about the information that is available.</p>	Good practice might include an interactive portal dedicated to members.		
D3. Facilities for members to work in the Council are available.	<p>Member needs have been reviewed and where required the following are provided:</p> <ul style="list-style-type: none"> ▪ Shared areas for example for each political group. ▪ Private rooms for meetings. ▪ Offices for senior office holders. 	<p>The needs of members must have been assessed.</p> <p>Rooms must be available but not necessarily permanently dedicated.</p>	Members report that facilities are sufficient and that their needs are regularly reviewed.		

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Report

Democratic Services Committee

Part 1

Date: 9 November 2017

Subject Independent Remuneration Panel Draft Report

Purpose To present the draft IRPW Annual Report, and discuss the response from Newport City Council as part of the consultation process.

Author Democratic Services and Communications Manager

Ward No Wards / All members affected

Summary The Independent Remuneration Panel for Wales (IRPW) is the body tasked with setting the remuneration levels for Councils in Wales. Each year, they publish a Draft Annual Report which is circulated for comment

In accordance with the requirements of Section 147 of the Local Government (Wales) Measure 2011 (“the Measure”), the Panel’s draft Annual Report, including proposals which would have effect for the municipal year 2018-2019 has now been published on its website.

Consultation ends on 29 November 2017. The final IRPW report will be published in February 2018.

A summary of the proposed changes, and some suggested responses, are set out below.

The full IRPW report can be found at:

<http://gov.wales/docs/dsjlq/publications/171004-irp-draft-report-en.pdf>

Proposal To consider the draft IRPW Annual Report, and agree the response from Newport City Council as part of the consultation process.

Action by Democratic Services and Communications Manager

Timetable In line with the consultation deadline

This report was prepared after consultation with:

- Chief Executive
- Monitoring Officer
- Head of Finance
- Head of People & Business Change

Background

The Independent Remuneration Panel for Wales (IRPW) is the body tasked with setting the remuneration levels for Councils in Wales. Each year, they publish a Draft Annual Report which is circulated for comment

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Summary of Proposed Changes

In summary the Remuneration panel proposes the following changes:

- **Basic Salaries** – an increase of 1.49%, to a basic annual salary of £13,600.
- **Senior Salaries** – No increase is proposed for senior salaries (but all post holders will receive the basic salary increase). The provision for two levels of senior salary has been removed.
- **Reimbursement of Costs of Care** – The IRP continues to urge Councils to promote the use of this provision. Last year the Council agreed to change the name of this provision from “Care Allowances”, and this Committee supported the idea that any claims made should be anonymised in reporting. This needs to be clarified when the final report is presented to Council next year.

The report deals a set of potential determinations as follows. The column headed “Comments for discussion” is included to aid the Committees consideration of the proposals only.

Number	Proposed determination	Comments for discussion
Determination 1	Basic Salary in 2018/19 for elected members of principal councils shall be £13,600	This is a rise of £200. The Committee has normally not commented on amounts allocated with the view this is a matter for the Panel. However Committee members may wish to comment on the principle of the proposed increase or members could determine to make no comment.
Determination 2	The Panel has determined that senior salary levels in 2018/19 for members of principal councils shall be as set out in the table immediately below	<p>The Authority had previously shared concerns on the two tier payment system for senior salaries. This has now been removed.</p> <p>In general, as Senior Salaries include the Basic Salary element, they have all raised by £200 in line with determination 1. There has been no further change to Senior Salaries.</p> <p>Suggest no further comment needed</p>

In general terms the changes are as follows

	2017-2018	2018-19	Comments
Basic Salary	£13,400	£13,600	Increase by £200 per annum or 1.49%
No of eligible Senior salaries for Newport	18	18	No change
Leader (In Newport)	£48,100	£48,300	No change other than the increase in basic salary
Deputy Leader (In Newport)	£33,600	£33,800	No change other than the increase in basic salary
Cabinet members in Newport	£29,100 or £26,200 to be determined by Council	£29,300	Two tier payment system removed. No change for NCC other than the increase in basic salary.
Committee Chairs	Level 1 Chairs £22,100 or Level 2 Chairs: £20,100 To be determined by Council	£22,300	Two tier payment system removed. No change for NCC other than the increase in basic salary.
Leader of the Opposition	£22,100	£22,300	No change other than the increase in basic salary
Leader of other political groups	£17,100	£17,300	No change other than the increase in basic salary

Determination 3	The Panel has determined that (where paid) civic salaries at the levels as set out in Table 3 and will be applied by principal councils as each considers appropriate, taking account of the anticipated workloads and responsibilities.	<p>The Council maintains discretion on whether and what amount to pay the Mayor and Deputy. The Committee has previously recommended and Council has in the past determined to pay the Mayor and Deputy at level 2 of the IRP's table of responsibility levels. The Committee may wish to recommend to Council that the position remains unchanged.</p> <p>As Civic Salaries include the Basic Salary element, they have all been raised by £200 in line with determination 1.</p> <p>There has been no further change to Civic Salaries. The Committee may wish to make no comment to the Panel but a recommendation to the Council.</p>
Determination 4	The Panel has determined that, where appointed and if remunerated, a presiding member must be paid a Band 3 senior salary. This post will count towards the cap.	This does not apply in Newport – No comment is suggested.

Determination 5	The Panel has determined that the post of deputy presiding member will not be remunerated.	This does not apply in Newport – No comment is suggested
Determination 6	The Panel has determined that each authority, through its Democratic Services Committee, must ensure that all its members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone, email and internet facilities giving electronic access to appropriate information.	This operates within Newport and members of the Committee are provided with an annual report by the Head of Democratic Services. This effectively represents no change and members may wish to agree with this determination
Determination 7	The Panel has determined that such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and or efficiency of members.	This operates within Newport This effectively represents no change and members may wish to agree with this determination
Determination 8	The Panel has determined to include a provision for specific or additional senior salaries that do not fall within the current Remuneration Framework.	The basic idea seems worthy of support.
Determinations 9, 10, 11, 12, 13, 14 , 15 and 16	These proposed determinations relate to payments to Chairs and Deputy Chairs of Joint Overview and Scrutiny Committees; Sub Committees and Task and Finish Groups of Joint Committees. No changes are proposed from existing arrangements	This represents no change – members may wish to agree these determinations
Determination 17	The entitlement to join the Local Government Pension Scheme (LGPS) shall apply to all eligible elected members of principal councils.	This represents no change – members may wish to agree this determination
Determinations 18, 19, 20, 21 22 and 23	These proposed determinations relate to arrangements for payments relating to family absence	The Committee debated and made its view known on the whole issue of family absence previously. The view was that the existing 6-month rule is adequate. That said, the proposals in the draft report represent no change from the current position and members may wish to make no further comment other than to note.
Determinations 24 to 37	Determinations 24 to 30 relate to the National Parks Authorities and Determinations 31 to 37 relate to the Fire and Rescue Service	No comments are offered on these proposals as they do not relate to the Council

Determination 38	<p>Principal Councils, NPAs and FRAs must pay the following fees to Co-opted Members (who have voting rights)</p> <ul style="list-style-type: none"> • Chairs of Standards and Audit Committees £256 (4 hours and over) : £128 (up to 4 hours) • Ordinary members of Standards Committee who also Chair Standards Committees for Community/Town Councils £226 daily fee (4 hours and over) : £113 (up to 4 hours) • Ordinary members of Standards Committees; Education Scrutiny Committee, Crime and Disorder Scrutiny Committee and Audit Committee £198 (4 hours and over) : £99 (up to 4 hours) 	No change is proposed. Members may wish to agree these proposals
Determination 39	Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.	Effectively this means no change to existing arrangements is proposed. Members may wish to agree these proposals
Determination 40	Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).	Effectively this means no change to existing arrangements is proposed. Members may wish to agree these proposals
Determination 41	The appropriate officer within the authority can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.	The Council has determined the Monitoring Officer as the appropriate officer. Effectively this means no change to existing arrangements is proposed. Members may wish to agree these proposals
Determination 42	Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.	No Change is proposed. Members may wish to agree these proposals
Determination 43	<p>All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs up to a maximum of £403 per month.</p> <p>Reimbursement must be for the additional costs incurred by members in order for them to carry out their approved duties.</p> <p>Reimbursement shall only be made</p>	No change is proposed. Members may wish to agree these proposals.

	on production of receipts from the carer.	
Determinations 44 - 51	Determinations 44 - 51 relate to Community / Town Councils.	No comments offered

Financial Summary

There is no financial cost to making a response. The IRPW determination to increase Basic Salary by £200 per Councillor will add £10,000 per annum. This will need to be accommodated within existing budget resources.

Risks

Should the Council not provide a response to the draft report, clearly the ability to comment and influence the final decisions will be lost. The opportunity to ask for clarity or guidance will also be lost.

Links to Council Policies and Priorities

There is no direct link to Newport's individual policies or plans as this is a national issue about payments to Councillors.

Options Available

1. To respond based on the suggested response set out in the report
2. To amend the suggested response after consideration of the report
3. Not to respond after consideration of the report.

Preferred Option and Why

1. Members would wish to consider the proposals set out in this report and may wish to amend the proposed response.
2. Members may conclude not to respond

The preferred option is option 1 as should we make no response the ability to comment and influence the final decisions will be lost. The opportunity to ask for clarity or guidance will also be lost.

Comments of Chief Financial Officer

There is no financial cost to making a response but the proposals in the report would clearly impact on the budget for salaries paid to the elected members, depending on decisions taken by the Council

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. The IRP has statutory power under Section 147 of the Local Government (Wales) Measure 2011 to set Members Allowances. They have invited comments on their draft proposals for 18/19. Democratic Services Committee (DSC) have previously expressed the opinion that it would not be appropriate to comment on the amounts of basic and senior salaries being proposed by the IRP and have taken the view that all salaries should be prescribed by the IRP and not left to the discretion of individual councils. The latest proposals would remove certain discretionary elements but there is still some element of local discretion.

Comments are invited on the recommendation to increase the basic salary by £200 to reflect the fact that salary levels have not previously kept pace with average earnings. However, the IRP recognises that the allowances have to be "affordable" in accordance with the Measure.

In the light of previous comments and the fact that no Welsh councils have elected to pay differential salary levels to Cabinet Members, the IRP is proposing to abolish the previous two-tier level of payment, according to responsibility. Therefore, all Cabinet Members would, in future, have to be paid at the same level and there is no local discretion. Also, the previous two-tier system of salaries for Chairs of Committee is also being discontinued.

Therefore, the only remaining discretionary elements are in relation to the civic salaries payable to the Mayor and Deputy Mayor. The Council has discretion as to which of three levels they should be paid, or whether to pay any civic salaries at all. In the past, the Council has fixed the civic salary levels for the Mayor and Deputy Mayor at IRP Level 2 and DSC may wish to consider making a recommendation to full council that this should continue.

Last year, the IRP determined that the costs of care should be paid as a separate reimbursement rather than as part of a member's salary, to encourage more eligible members to apply for reimbursement. They also relaxed the rules on publication to enable councils to anonymise these payments and not identify the individual members concerned. DSC may wish to recommend to full Council that only the total amount of care costs reimbursed by the authority during the year should be published and not the names of the individual members claiming reimbursement.

Staffing Implications: Comments of Head of People and Business Change

The response appears reasonable as the Committee has consistently resisted comments on their own pay levels. The report has no specific issues in relation to HR issues or to equalities issues as the appointment to posts attracting senior salaries is a political decision by the Council. There are no specific issues in the response in relation to the Wellbeing of Future Generations Act , although those appointed to Cabinet posts in particular will need to consider the principles of the Act as part of the decision making process.

Background Papers

Draft Independent Remuneration Report

Dated: 2 November 2017

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Report

Democratic Services Committee

Part 1

Date: 9 November 2017

Subject Draft Work Programme

Purpose To present a suggested work programme for the Committee.

Author Democratic Services and Communications Manager

Ward All Wards

Summary The purpose of a work programme is to enable the Committee to plan, organise and prioritise its workload.

Previously, reports have been brought to the Committee on an ad hoc basis, as and when work was referred. By adopting the suggested work programme in this report, the Committee will be able to plan out its projects and meetings, be clear on its aims and objectives, and properly assess at the end of the year the extent to which its aims have been achieved.

Proposal To agree the Committee's Work Programme.

Action by Democratic Services and Communications Manager

Timetable Immediate

This report was prepared after consultation with:

- Chief Officers
- Monitoring Officer
- Head of Finance
- Head of People and Business Change

Background

The purpose of a work programme is to enable the Committee to plan, organise and prioritise its workload.

Previously, reports have been brought to the Committee on an ad hoc basis, as and when work was referred. By adopting the suggested priorities in this report, the Committee will be able to plan out its projects and meetings, be clear on its aims and objectives, and properly assess at the end of the year the extent to which its aims have been achieved.

The following priorities are suggested for the next year:

1. Constitution Review

In September 2015 the Committee agreed the format for a new model constitution. Part of this was agreeing the WLGA role descriptions, which have now been adopted by Council. This Committee now needs to oversee the reorganisation of the rest of the constitution.

2. WLGA Member Development Charter

The WLGA Charter sets out a framework for supporting effective Member Training and Development activity. With a new Cabinet lead for Member Development appointed, and the WLGA role descriptions adopted, we are well placed to embark on the self-assessment process with a view to achieving the Charter accreditation. It is suggested that, as a cross-party group with responsibility for Member support, the Democratic Services Committee could oversee and drive this process, in collaboration with the Cabinet Member.

3. Support for Councillors in their ward work

The Democratic Services team has recently reviewed the guidance for Members on ward meetings. The actual system of ward meeting support for Members was last updated in 2014, and focussed only upon ward meetings, not other ward activity. As ward meetings only take place in a small number of wards, a review is needed of this as well as the general support offered to all Members for ward work. This could also include the issue raised at the Committee's February meeting, highlighting the need for a protocol regarding enquiries from / about other wards.

4. Boundary Commission Review of Communities

A "Community" is the unit of local government that lies below the level of the principal council. From time to time, because of developments or shifts of population, it may be necessary to make changes to community areas and boundaries.

The Council has a duty to monitor the communities in its area and, where appropriate, the electoral arrangements of such communities. The Council also has a duty to report to the Boundary Commission for Wales every ten years on its community arrangements. A review is due, and it is suggested that the Committee would be an appropriate body to oversee the process and consultation for this, and report any necessary changes back to Council.

5. Democratic Services Annual Reports

Both the Committee and the Head of Democratic Services are required to produce an annual report to Council each year, so this will be built into the programme.

Once the Committee's priorities are agreed and adopted, the support team will plan the reports and meetings for the rest of the year.

Financial Summary

There is no direct cost to adopting a programme of work.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
No action taken	M	L	Work programming arrangements are in place to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.	Head of Democratic Services
The process is not embraced by report authors and members	M	M	If there is proliferation of unplanned or late items, the opportunity to ensure work programming is timely, meaningful, informative, and transparent, balanced, monitored, and joined up will diminish	Head of Democratic Services

Links to Council Policies and Priorities

These proposals will help the Council provide the best possible service to members and will provide information to the public and elected members.

Proposal

To agree the Committee's Work Programme.

Comments of Chief Financial Officer

There are no financial implications in adopting a programme of work.

Comments of Monitoring Officer

There are no legal implications in adopting a programme of work.

Staffing Implications: Comments of Head of People and Business Change

There are no specific staffing implications in adopting a programme of work.

Background Papers

None.

Dated: 2 November 2017

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