

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 proforma at appendix 1 in this document and send this to the WLGA either electronically or hard copy, together with the supporting evidence.

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

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

	 meeting 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.	 A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes: a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members. a commitment to and methodology for developing members according to the needs of the organisation. a commitment to and methodology for creating personal development <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.	

B2. Arrangements are in place for <u>all</u> members to be offered a PDR.	 a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs. Personal support and development reviews which are: based on role descriptions contribute to personal development plans are conducted by 	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. This should include some	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 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
offered a PDR.	descriptionscontribute to personal development plans	their own requirements for training and development.	requirements set out in the first level. The PDR provides opportunities	Members report that the process is useful and that their needs are, where

events in which they have

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

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

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

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

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

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

A Self Assessment Pro-forma for the Standard Level Charter

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

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

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

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

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

		members giving sufficient notice for attendance.	
		Members are notified of specific events in which they have expressed an interest.	
		The 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.	 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. 	opportunities to attend.What is the nationalGuidance?This refers to the materialsprovided by the Associationand others, to people in thecommunity (not just thosewho have decided to stand) toencourage them to stand foroffice and to those who havealready declared theirintention to stand. These willbe different for each electionand at different times in thepolitical calendar. TheAssociation will have anoverview of what is available.What constitutes aninduction programme?This will vary betweenauthorities but should at thebase level be any activity thatintroduces new members totheir roles both within andoutside the council and thework of the authority	

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

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

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

participate fully regardless	venues reflect the needs of	preferably shortly after the		
of personal circumstances	members as closely as	new council is elected which at		
	possible.	least measures whether		
		daytime or evenings are		
	Members have been involved	preferred and if particular		
	in developing the approaches	times cause problems for		
	to remote attendance as set	individual members. Individual		
	out in the standing orders	committees should be able to		
	as/when required by the	define what is convenient for		
	Measure.	members of that committee.		
		What should be demonstrated		
		is an awareness of the		
		restrictions placed on		
		members by holding council		
		meetings at certain times and		
		some evidence of flexibility in		
		meeting arrangements as a		
		result.		
C3. Contact management	Systems are in place to enable	These systems should include		
and communication	members to liaise with council	agreed standards for response		
	officers regarding services	times, complaints procedures		
	provided both within and	and processes to support		
	outside the authority.	community and casework.		
	Community groups and	Members should be provided		
	individuals are also assisted in	with information regarding		
	contacting local members.	which officers to contact		
	Members are able to contact	regarding complaints and		
	stakeholders.	casework relating to any		
		service delivered by or on		
		behalf of the council.		
C4. Annual reports	The authority makes	Members are provided with		
	arrangements for all members	support and guidance on using		
	to be able to publish annual	the authority's systems.		
	reports, according to the			
	guidance in the measure.			
	guidance in the measure.		1	1

C5. Personal support for members	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.	
D. Member Facilities			
D1. All members are provided with adequate access to ICT.	 Members are provided with the equipment, or connectivity required to undertake their role. Basic training is 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 standards set out in 	Members are provided with equipment for their individual use to undertake council business. They are shown how to use the equipment and packages. They are able to have assistance if they are experiencing problems with using the equipment or it is faulty. Members are 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.	
	the standing orders (when implemented	All council agendas and	

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

A Submission Pro-forma for the Advanced Level Charter

Appendix 2 – Submission Pro- forma Advanced Level

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

Should be providedwith a role description.In all instancesmembers should beprovided withguidance on their roleon the outside body.Officers should secure(where available)terms of referencefrom outside bodies.	Training is updated	
supported in provided with training interpreted as	and delivered	

undertaking their duties according to high standards of conduct.	and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.	training and development? Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A	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	
3. Members are supported in understanding their roles and responsibilities as set out in the Constitution.	All members have received training on and understand the contents of the constitution, including: the roles, responsibilities and limits to the roles of committees the role of individual members and officers Member/office r protocols meeting practice standing orders rules of debate	sessions. Training has been made available to all members and take up of this has been high. The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants. Role descriptions may be in the constitution or as a separate document but should be formally adopted and valued.	code. The Constitution and related documents listed at level one change in line with requirements. Changes include governance arrangements due to the introduction of structures to support collaborative services.	
B. Member				

				[T1
	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.				
	 a methodology 				
	for				
	responding to				
	the				
	development				
	needs of				
	members				
	identified in				
	their personal				
	support and				
	development				
	reviews or				
	TNAs.				
B2. Arrangements	Personal support and	What is a PDR?	The majority of		
are in place for <u>all</u>	development reviews	An opportunity for a	members undertake		
members to be	which are:	member to discuss	PDRs regularly and at		
offered a PDR.	 based on role 	with any senior	least annually		
	descriptions	member or other	according to the		
	contribute to	suitably qualified	requirements set out		
	personal	person their own	in the first level. The		
	development	requirements for	PDR provides		

[]			
plan	9	opportunities for	
• are	conducted development.	members to identify	
by s	senior	the level at which	
men	mbers or This should include	development is	
othe	er deemed some examination of	required.	
suita	ably current duties as set		
qual	lified as set out in the role	The outcomes	
out	in the descriptions listed	effectively and	
Mea	asure above and may	regularly inform the	
quid	dance include some self or	member development	
ů.	made supported reflection	strategy and	
	ilable for all on current	programme.	
	mbers and performance as a	1. 3. 2	
	st_be starting point. The	Members report that	
	ertaken by outcomes of the	the process is useful	
	mbers in a discussion should	and that their needs	
	eipt of a feed into a personal	are, where possible,	
	ior/civic development plan held	being met in terms of	
sala		content and level.	
	the required		
Note, altho			
measure do	0		
require the			
undertake a	5		
the Charter			
Charter req			
•	S 11		
all members			
of a senior	5		
undertake t			
Measure is	5		
but for all n	5		
	Implement Personal		
	Development Reviews		
	for Member' provides		
	guidance in this area.		

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

		Members are notified of specific events in which they have expressed an interest. The programme is		
		designed to offer choice or variety of opportunities to attend.		
B4. Prospective candidates, candidates and new members are informed of their role and responsibilities.	 The Council uses the national guidance and support materials available for candidates and prospective candidates. All new or returning members are 	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.	Use is/planned or made of the national questionnaire to inform the development of candidates information for the next elections • The candidates profile is measured in the national questionnaire and steps are taken or	

		— 1		
	provided with a	These will be different	planned to inform	
	programme of	for each election and	groups or	
	induction.	at different times in	individuals who	
		the political calendar.	are not standing in	
		The Association will	the next elections.	
		have an overview of		
		what is available.	 Local information 	
			is provided to	
		What constitutes an	candidates in	
		induction	addition to that	
		programme?	available	
		This will vary between	nationally.	
		authorities but should		
		at the base level be	Every member	
		any activity that	moving to a new role	
		introduces new	has received an	
		members to their roles	induction for that role.	
		both within and	induction for that fore.	
		outside the council	Notable practice might	
		and the work of the	include road shows,	
			media/social media	
		authority generally.		
		Use is made of the	campaigns.	
			Website/printed	
		national induction	promotional material.	
		materials provided by		
		the WLGA.	Tuelulu a su d	
B5. Development	Learning activities are	What are	Training and	
activities are	provided in	appropriate styles	development is	
relevant and of high	appropriate styles and	and settings?	provided to a	
quality.	settings based on the	A mix of for example	consistently high	
	learning needs and	formal/informal	standard,	
	styles of individuals	group/individual,	commissioning and	
	and committees. The	interactive/passive	evaluation is effective	
	authority has a	working	and systematic.	
	systematic and	environment/away day		
	effective approach to	The authority would	The authority works	

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

B7. Resources are identified and provided for member development.	The needs of all political groups and independent members are taken into account regardless of political affiliation. Dedicated resources are identified and provided for member development activities. The authority provides the "reasonable level" of development required by the Measure.	responsibility for developing, implementing and monitoring the strategy and progress of the programme. How dedicated is dedicated? Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities.	outcomes. Attendance, satisfaction and outcomes for members are monitored and low levels of attendance addressed. 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. Consideration has been given to sharing resources between authorities and (where a clear benefit exists) collaborative arrangements have been made.	
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.	

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

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

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

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

	available to members.	This contains agendas, minutes, training opportunities, links to web resources and access to performance data.	Good practice might include an interactive portal dedicated to members.	
		Members are informed about the information that is available.		
D3. Facilities for members to work in the Council are available.	 Member needs have been reviewed and where required the following are provided: Shared areas for example for each political group. Private rooms for meetings. Offices for senior office 		Members report that facilities are sufficient and that their needs are regularly reviewed.	