

# **The Member Support & Development Charter Standard and Advanced Level Criteria 2012**



A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Advanced Charter Requirements	Advanced Charter Expansion and Clarification
<p><b>1. Members are supported with role descriptions.</b></p>	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> <li>• Leader</li> <li>• Deputy Leader</li> <li>• Cabinet Members</li> <li>• Scrutiny Members</li> <li>• Scrutiny Chairs</li> <li>• Scrutiny Co-optees</li> <li>• Chairs of statutory committees</li> <li>• Chairs of area committees</li> <li>• Chair of the Audit Committee</li> <li>• Members of Audit Committee</li> <li>• Chair of Democratic Services</li> <li>• Member of Democratic Services</li> <li>• Ward Member, including community leadership and case work</li> <li>• Chair of Standards committee</li> <li>• Member of Standards</li> </ul>	<p><b>What does adopted mean?</b> 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"> <li>▪ the WLGA model role descriptions for Welsh Authorities and</li> <li>▪ the WLGA document <i>The Role of Councillors in Collaboration</i> and</li> <li>▪ The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011</li> </ul>	<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><b>Every</b> 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>

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	<p>Committee</p> <ul style="list-style-type: none"> <li>• Leader of the Opposition</li> <li>• Member Champion</li> </ul> <p>Guidance is provided to members on their role on outside bodies.</p>	<p><b>Outside Bodies</b></p> <p>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><b>2. Members are supported in undertaking their duties according to high standards of conduct.</b></p>	<p>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.</p>	<p><b>What can be interpreted as training and development?</b></p> <p>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&amp;A sessions.</p>	<p>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.</p>	
<p><b>3. Members are supported in understanding their roles and</b></p>	<p>All members have received training on and understand the contents of the constitution, including:</p>	<p>Training has been made available to all members and take up of this has been high.</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</p>

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<b>responsibilities as set out in the Constitution.</b>	<ul style="list-style-type: none"> <li>• the roles, responsibilities and limits to the roles of committees</li> <li>• the role of individual members and officers</li> <li>• Member/officer protocols</li> <li>• meeting practice</li> <li>• standing orders</li> <li>• rules of debate</li> </ul>	<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>		services.

<b>B. Member Development</b>	<b>Charter Requirement</b>	<b>Charter Expansion and Clarification</b>	<b>Advanced Charter Requirements</b>	<b>Advanced Charter Expansion and Clarification</b>
<p><b>B1. A member learning and development strategy has been adopted.</b></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"> <li>• 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.</li> <li>• a commitment to and methodology for developing members according to the needs of the organisation.</li> <li>• a commitment to and methodology for creating personal development <u>plans</u> for all members.</li> </ul>		<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>	

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	<ul style="list-style-type: none"> <li>a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs.</li> </ul>			
<p><b>B2. Arrangements are in place for <u>all</u> members to be offered a PDR.</b></p>	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> <li>based on role descriptions</li> <li>contribute to personal development plans</li> <li>are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance</li> <li>are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior/civic salary.</li> </ul> <p><b>Note</b>, 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</p>	<p><b>What is a PDR?</b> 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 <b>should</b> include some examination of current duties as set out in the role descriptions listed above and <b>may</b> include some self or supported reflection on current performance as a starting point. The outcomes of the discussion <b>should</b> 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</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>

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	voluntary but for all members.	<p>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><b>B3. A development programme for councillors is in place with a mechanism for its annual review.</b></p> <p><b>All councillors are made aware of, guided to and are able to access the development activities equally.</b></p>	<p>An annual development programme informed by the member development strategy is in place</p> <ul style="list-style-type: none"> <li>• The annual development programme is planned and publicised in advance.</li> <li>• Members are made aware of development opportunities provided in response to their needs.</li> </ul> <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 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>	



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		<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><b>B4. Prospective candidates, candidates and new members are informed of their role and responsibilities.</b></p>	<ul style="list-style-type: none"> <li>▪ The Council uses the national guidance and support materials available for candidates and prospective candidates.</li> <li>▪ All new or returning members are provided with a programme of induction.</li> </ul>	<p><b>What is the national Guidance?</b> 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><b>What constitutes an induction programme?</b> This will vary between authorities but should at the base level be any activity that</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"> <li>• 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.</li> <li>• Local information is provided to candidates in addition to that</li> </ul>	<p>Notable practice might include road shows, media/social media campaigns. Website/printed promotional material.</p>

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		<p>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>available nationally.</p> <p><b>Every</b> member moving to a new role has received an induction for that role.</p>	
<b>B5. Development activities are relevant and of high quality.</b>	<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 commissioning, developing, providing and evaluating its training and development activities. This could include internal, external and collaborative arrangements.</p>	<p><b>What are appropriate styles and settings?</b>  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.</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>Training and development is provided to a consistently high standard, commissioning 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>	
<b>B6. There is a clear</b>	The Authority has clearly	This role should be undertaken	These arrangements are	

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<p><b>responsibility for leading the programme, driving the strategy and monitoring the outcomes.</b></p>	<p>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>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>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. Attendance, satisfaction and outcomes for members are monitored and low levels of attendance addressed.</p>	
<p><b>B7. Resources are identified and provided for member development.</b></p>	<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><b>How dedicated is dedicated?</b> 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>	

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<p><b>B8. Members are offered the opportunity to be mentored by member peers.</b></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" 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>	

<b>C. Member Support</b>	<b>Charter Requirement</b>	<b>Charter Expansion and Clarification</b>	<b>Advanced Charter Requirements</b>	<b>Advanced Charter Expansion and Clarification</b>
<p><b>C1. Officer support is provided for member development, support and scrutiny.</b></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 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>	<p>Members are satisfied with the level of support provided.</p>	
<p><b>C2. Arrangements made for the</b></p>	<p>A review of the arrangements for council business has taken</p>	<p>Authorities should have undertaken a review in line with</p>	<p>The authority can demonstrate that it</p>	

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<p><b>business of the Council are flexible and enable members to participate fully regardless of personal circumstances</b></p>	<p>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>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 placed on members by holding council meetings at certain times and some evidence of flexibility in meeting arrangements as a result.</p>	<p>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 remote attendance should be in place. <u>Note</u> The criteria for remote attendance should only be applied when the Measure has been enacted.</p>	
<p><b>C3. Contact management and communication</b></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</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</p>	<p>The systems required for level one are working effectively. Members can effectively access officers regarding service delivery and individuals and communities can access members.</p>	

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	stakeholders.	casework relating to any service delivered by or on behalf of the council.		
<b>C4. Annual reports</b>	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.	
<b>C5. Personal support for members</b>	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.	

<b>D. Member Facilities</b>	<b>Charter Requirement</b>	<b>Charter Expansion and Clarification</b>	<b>Advanced Charter Requirements</b>	<b>Advanced Charter Expansion and Clarification</b>
<p><b>D1. All members are provided with adequate access to ICT.</b></p>	<ul style="list-style-type: none"> <li>▪ Members are provided with the equipment, or connectivity required to undertake their role.</li> <li>▪ Basic training is provided in its use and help desk facilities are available.</li> <li>▪ Members are supported in remote working through the use of remote access codes and Skype etc.</li> <li>▪ 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).</li> <li>▪ Members are able to communicate with the council and the public electronically.</li> </ul>	<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>	<p>Members are routinely using the provisions required for level one and report that this is sufficient.</p>	



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<b>D2. Information resources are provided</b>	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>	Members routinely use the provisions required for level one and report that this is sufficient.	Good practice might include an interactive portal dedicated to members.
<b>D3. Facilities for members to work in the Council are available.</b>	<p>Member needs have been reviewed and where required the following are provided:</p> <ul style="list-style-type: none"> <li>▪ Shared areas for example for each political group.</li> <li>▪ Private rooms for meetings.</li> <li>▪ Offices for senior office holders.</li> </ul>	<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.	