

# Public Document Pack

## Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr

### Bridgend County Borough Council



Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB / Civic Offices, Angel Street, Bridgend, CF31 4WB

*Rydym yn croesawu gohebiaeth yn Gymraeg.  
Rhowch wybod i ni os mai Cymraeg yw eich  
dewis iaith.*

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let us know if your language choice is Welsh.*



#### **Gwasanaethau Gweithredol a Phartneriaethol / Operational and Partnership Services**

Deialu uniongyrchol / Direct line /: 01656 643148 /  
643147

Gofynnwch am / Ask for: Mr Mark Anthony Galvin

Ein cyf / Our ref:

Eich cyf / Your ref:

**Dyddiad/Date:** Thursday, 11 January 2018

Dear Councillor,

#### **DEMOCRATIC SERVICES COMMITTEE**

A meeting of the Democratic Services Committee will be held in Committee Rooms 2/3, Civic Offices, Angel Street, Bridgend, CF31 4WB on **Wednesday, 17 January 2018 at 4.00 pm.**

#### **AGENDA**

1. Apologies for Absence  
To receive apologies for absence from Members.
2. Declarations of interest  
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 3 - 10  
To receive for approval the Minutes of 2 November 2017.
4. Review of Elected Member Annual Reports Process 11 - 22
5. Review of the Personal Development Review (PDR) Process 23 - 38
6. The Member Mentoring Process 39 - 60
7. Democratic Services Committee Forward Work Programme 61 - 64
8. Urgent Items  
To consider any other item(s) of business in respect of which notice has been given in accordance with Rule 4 of the Council Procedure Rules and which the person presiding at the meeting is of the opinion should by reason of special circumstances be transacted at the meeting as a matter of urgency.

Yours faithfully

**P A Jolley**

Corporate Director Operational and Partnership Services

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Councillors:

S Aspey  
RM Granville  
DG Howells  
RM James

Councillors

B Sedgebeer  
SG Smith  
G Thomas  
E Venables

Councillors

SR Vidal  
KJ Watts  
CA Webster

## DEMOCRATIC SERVICES COMMITTEE - THURSDAY, 2 NOVEMBER 2017

### MINUTES OF A MEETING OF THE DEMOCRATIC SERVICES COMMITTEE HELD IN COMMITTEE ROOMS 2/3 - CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON THURSDAY, 2 NOVEMBER 2017 AT 4.00 PM

#### Present

Councillor RM James – Chairperson

S Aspey  
SR Vidal

DG Howells  
KJ Watts

B Sedgebeer  
CA Webster

G Thomas

#### Apologies for Absence

SG Smith and E Venables

#### Officers:

Mark Galvin  
Gary Jones

Senior Democratic Services Officer - Committees  
Head of Democratic Services

#### Invitees:

Invitees

#### 115. DECLARATIONS OF INTERESTS

None.

#### 116. APPROVAL OF MINUTES

RESOLVED: That the minutes of a meeting of the Democratic Services Committee dated the 13 July 2017 were approved as a true and accurate record.

#### 117. DRAFT REPORT OF THE INDEPENDENT REMUNERATION PANEL FOR WALES 2018/19

The Head of Democratic Services submitted a report, which advised the Democratic Services Committee of the draft Annual Report of the Independent Remuneration Panel for Wales (IRPW), in respect of the level and range of remuneration the Authority must make available to its Members for the 2018/19 municipal year.

The report provided some background information, and of the Local Authorities (Allowances for Members) (Wales) Regulations 2007 provided for the establishment of the IRWP, and how the Local Government (Wales) Measure 2011 extended the responsibilities of the Panel and its powers (under Section 142) to decide payments to Members of local authorities.

The Head of Democratic Services then explained that representatives of the IRWP undertook visits to all principal Councils in 2017, to discuss the remuneration framework, and how it was implemented in each of the local authorities in Wales. He added that the 52 proposed determinations of the IRWP Annual Report 2018/19, were shown in Appendix 1 to the report and separated into appropriate sections for clarity of roles/suggested payment etc.

The Head of Democratic Services Officer then proceeded to outline proposals of BCBC in terms of how it wished to determine allowances for all Members, including those for senior salaries, the Executive, Chairs of Committees, opposition Group Leaders, maximum number of senior salaries and finally, Civic salaries. The remainder of the report outlined certain other information relating to local Members as contained in the IRWP's determinations for 2018/19, and the Head of Democratic Services gave a resume of each of these for the benefit of the Committee.

He then explained to Members the views from all Members of the Authority that he had received on the IRWP's determination, and these were generally as follows, together with views expressed by Committee Members themselves:-

1. General

The Labour and Plaid Cymru groups along with some of the independent members accepted the determinations of the Independent Remuneration Panel for Wales.

2. Visit from the Panel

This Council considers that the Panel's visit to each Local Authority provided an invaluable opportunity for a variety of individual Elected Members to discuss some of their issues relating to the remuneration directly with Panel Members. It was considered beneficial that this practice continue at least once in term of office.

3. Basic Salary

The Committee expressed its concerns that the increase in Basic Salary was in excess of the one percent public sector pay cap and treated Elected Members differently from Local Authority employees. It was understood that Elected Members could elect to forgo some of their salary in order to align their pay increase to the public sector pay cap but it was considered that the difference in salary increase sent the wrong message as the public sector were not in a position to receive a higher increase in salary and then subsequently choose to forgo some of their salary.

4. Job Sharing

The Committee considered that although job sharing may be beneficial to some individuals, the job sharing arrangements could create difficulties in terms of governance and accountability. If job sharing arrangements were shared during a week i.e. 2.5 days as a cabinet member and 2.5 days as a ward member, this would create confusion as to who was making the decisions and when. It was suggested that further details be provided to clarify which roles would be considered suitable for job sharing and how the job sharers would maintain effective governance and accountability.

5. Reimbursement of Care costs

The changes to the Reimbursement of Care costs were welcomed and the Committee considered that these changes were likely to encourage greater use of this facility. Committee Members also considered that any specialist care needs usually required a long term commitment from the Elected Member to the care provider which would not allow a great deal of flexibility. This would usually prevent any specific care needs being able to be provided at short notice resulting in the Elected Member being unable to fulfil their role effectively.

6. Supporting the work of Local Authority Elected Members

A variety of options were raised which could be explored to extend the existing support provided to Elected Members. The Committee determined that the Elected Members ICT Forum be re-established to review the support currently provided to all Elected Members and to review the effectiveness of ICT provision. It was anticipated that the review would be included as part of the budget consultation process which was currently

taking place. It was hoped that any outcomes from the review would be implemented at the start of the next financial year.

Following further debate of this item, Members of the Democratic Services Committee added the following comments and observations:-

#### General

- Reduce the number of Borough Councillors?
- Fewer senior salaries. 18 out of 54 Councillors is too many.
- Fewer Cabinet members?
- I have read the report of the IRP for Wales and have no comment to make other than I accept its recommendations.
- The Labour Group accepted the determinations of the Independent Remuneration Panel for Wales.

#### Basic Salary

- Members who have no income other than their councillor salary (especially younger members) – as with students attending University, perhaps means testing should be considered.
- Councillors should be paid as it is certainly far more demanding a role than new Members had ever imagined. It was hoped that most Councillors were not exercising their role as a local member just for the allowance.
- As there is a 5 year limit on the term of a Councillor until a further election, it was felt that very few would give up their “day job” to become a Councillor for just over £13,000 a year. Therefore, does it not attract bright, young, dynamic people into the role as it should do. Those that do become Councillors have to fulfil this role with their substantive employment and time management becomes an issue.

#### Senior Salary

- Too big a financial hike from Basic salary to Senior salary.

#### Supporting the work of Local Authority Elected Members

- Some members may not have access to the internet &/or an ability to print at home so the costs have to be found from their “pay” thereby decreasing the affordability of attending council meetings/carrying out councillor duties.

#### Reimbursement of Travel and Subsistence Costs when on Official Business

- If a member hasn't got use of their own transport it leads to the need to use public transport. If they live where there are no bus routes or indeed no buses then there is a need to travel by taxi.
- Reduce travel costs with more use made of conference calling and Skype/Facetime

#### Local Government Pension Scheme

- Pension scheme far too generous

#### Payments to Members of Community and Town Councils

- The £500 to Town Councillors (we as a Town Council have all opted to forego this payment) as for the £150 suggested for telephone and sundries. Hopefully no Town Councillor is taking advantage of this too generous a payment.

- RESOLVED:**
- (1) The Committee considered the draft Annual Report of the Independent Remuneration Panel for Wales in respect of the level and range of remuneration the Authority must make available to its Members for the 2018/19 municipal year, and provided the above comments as part of the Authority's response, to the Draft Annual Report 2018/19.
  - (2) That the following Committee Members be nominated to sit on the re-established Elected Members ICT Forum, and that three other nominations be awaited, with these nominations sought from all other political groups comprising the Council:-

Cllr Bridie Sedgebeer  
Cllr Gary Thomas  
Cllr Sadie Vidal

118. **ELECTED MEMBER LEARNING AND DEVELOPMENT STRATEGY**

The Head of Democratic Services submitted a report, in order that Members could consider the draft Elected Member Learning and Development Strategy attached at Appendix 1 to the report, and propose appropriate amendments to this and endorse its submission to Council for approval on 28 November 2017. This would go towards the Council obtaining WLGA Charter status for Member Support and Development

The report gave some background information, confirming that the Elected Member Learning and Development Strategy 2012-17 was approved by Council in 2013.

A desktop review of the Strategy had been undertaken recently to ensure that it was fit for purpose and updated where necessary to reflect a number of factors which had changed since the approval of the original Elected Member Learning and Development Strategy.

The next section of the report, gave Members information in respect of the following areas:-

- Digitalisation and e-learning
- Councillors elected in 2017
- Volume of Learning and Development Opportunities

The Head of Democratic Services then explained that the proposed Strategy was divided into 5 phases, and details of these were shown in paragraph 4.5 of the report.

The next part of the report then outlined Member Development processes that Councillors were required to become involved in, in order to develop their role, and these were classed as Essential, Recommended and Optional.

Paragraph 4.9 of the report then proposed greater use of e-learning facilities going forward, and methods by which these could play a significant part in the overall future Member Development programme.

A Member made the point that the Future Generations and Wellbeing Act 2015 needed in future to be closely considered and integrate with the work Members were undertaking as part of their role and responsibilities.

The Head of Democratic Services confirmed that this would be a key component in all future reports to Committees, and therefore would directly relate to the future decision making processes of the Council.

Members also encouraged in the future the role of mentoring of less experienced Councillors by the more experienced and established Members, and the importance of training in the current term of office for all Members of the Council.

**RESOLVED:** That the Committee:-

- (1) Considered and agreed the proposals contained in both the report and the Elected Member Learning and Development Strategy attached at Appendix 1 to the report.

Endorsed the Strategy for the period 2017-22 to Council for approval at its meeting scheduled for 29 November 2017.

119. **REVIEW OF ELECTED MEMBER ROLE DESCRIPTIONS**

The Head of Democratic Services submitted a report, the purpose of which, was to:

- Present the Elected Member Role Descriptions for the consideration of the Democratic Services Committee.
- Request that the Committee propose and agree any amendments that may be required to the Elected Member Role Descriptions
- Approve the submission of the agreed Member Role Descriptions to Council for approval at its meeting scheduled for 20 December 2017.

He referred to paragraph 4.1 of the report, and that the respective Member Role Descriptions had been developed from the model role descriptions produced by the WLGA and tailored to the requirements of the roles undertaken by Councillors within BCBC. He added that additional role descriptions were developed by the Officers in Bridgend, for the Member Mentor and the LA School Governor. These were all attached at Appendices 1 – 19 inclusive, to the report, whilst Appendix 20 detailed a generic role description for Outside Bodies representatives.

The next section of the report made reference to Individual Portfolio roles, whilst paragraph 4.3 of the report gave information with regard to the requirements of the WLGA Charter for Member Support and Development which outlined that members are supported with role descriptions, as were shown in paragraph 4.3.1 of the report. These would be used also as part of the particular Member's Personal Development Review (PDR).

In terms of the report's financial implications, it confirmed that the role descriptions for Elected Members would require translation at an approximate cost of £480, with all activities detailed in the report, being met from existing budget provision.

A Member requested that it may be useful if it was possible to monitor how many members of the public accessed the welsh section of the Council's website, in

relation to the information produced bilingually by the Democratic Services Section.

The Head of Democratic Services advised that he would link in with the Bridgend team at BCBC regarding this.

RESOLVED: That the Democratic Services Committee:

- (1) Considered, agreed and accepted all the various Member Role Descriptions as attached at Appendices to the main report.
- (2) Noted the Outside Bodies guidance as shown at Appendix 20 to the report.

Approved subject to 8.1.1 and 8.1.2 of the report, that the revised role descriptions be submitted to Council for approval on 20 December 2017

#### 120. SERVICE AND PERFORMANCE UPDATES

The Head of Democratic Services presented a report, the purpose of which, was to update the Committee on the performance of services provided to Elected Members.

The report covered the undermentioned service areas, which the Head of Democratic Services expanded upon as well as picking out the salient points to share with Members, which included the percentage of Members attendance at these events:-

- Number Member Referrals (1 July – 30 September 2017);
- Member Development Induction/Programme activities (since the local Elections);
- Member Workshops;
- Pre-Council Briefings;

The report confirmed that individual ICT training had also been provided to those Members that had requested this.

Attached to the report at Appendix 1, was a draft Member Development Programme. This identified the Member Development sessions scheduled for delivery this year.

Paragraph 4.2.6 of the report then detailed topics planned for inclusion in the Member Development Programme, whilst paragraph 4.2.7 listed items for possible consideration for inclusion in the Member Development Programme.

In respect of the former, Members felt that the item with regard to Member Mentoring Training should be brought forward from April 2018 to next month or early 2018.

In relation to the items suggested for the Member Development Programme, Committee was of the opinion that the three sessions relating to Autism could be merged into one larger session.

The Head of Democratic Services advised that Members could prioritise these in terms of them being scheduled in the coming months, as soon as they received further information on the topics, as well as deciding what items should be rolled over to April 2018 – March 2019. A Member thought that it would be beneficial if an item on an



'Introduction to Welfare Benefits' could be added to the future Member Development Programme, and Members agreed to this.

The Head of Democratic Services added that some Member training/development sessions could be included as part of "Round Robin" events.

The next part of the report included suggested e:learning topics for inclusion in the Member Development Programme, as well as any such topics that may be considered suitable on the Learning and Development or AWA website.

Paragraph 4.2.11 of the report then contained topics planned for up and coming pre-Council briefings, and Members considered that MP's should be lobbied on the item in respect of Universal Credit, as this was an extremely important topic that would affect constituents considerably. A Member was of the opinion that an item should be added to this schedule on the subject of Valleys 2 Coast, in order that the new Chief Executive of this organisation could be invited and be introduced to Members.

Paragraph 4.2.13 of the report then highlighted areas of Planning where there would be training for Development Control Committee Members, though it was pointed out, that all Members could attend these training sessions should they so wish.

The next section of the report gave details regarding the webcasting of Committee meetings, and the Head of Democratic Services confirmed that it was planned that around 10 Committee meetings per year be webcast.

The remainder of the report gave information on the subjects of I-Call and Internal Audit – New Member Support.

**RESOLVED:** That the Democratic Service Committee accepted and noted the report, subject to its comments and observations detailed above.

#### 121. FORWARD WORK PROGRAMME (FWP)

The Head of Democratic Services submitted a report, in order to inform the Democratic Services Committee of the proposed items that will be considered at its subsequent meetings.

The proposed items for inclusion as part of the FWP were detailed in Appendix 1 to the report.

Paragraph 4.5 of the report showed in Table format, provisional timescales which were expected to be met for items contained therein, which were required to be met in order to achieve the submission by the Authority for the Welsh Local Government Association (WLGA) (Standard) Charter in 2018.

It was considered by Members that the item of 'Identifying and training potential Elected Member Mentors,' which was required to be achieved by 30 April 2018 in order to meet Charter status, should be considered at an extra meeting of the Committee that Members thought should be convened in January 2018, in order that all business scheduled for the Committee in the current Programme of Meetings cycle until May 2018, could be adequately accommodated and processed, particularly in order for the Committee to review processes for the Personal Development Reviews (PDRs), Annual Reports, together with the plans for Member Mentoring. Members felt that this meeting should be added to the current cycle on or around January 2018.

**DEMOCRATIC SERVICES COMMITTEE - THURSDAY, 2 NOVEMBER 2017**

RESOLVED: (1) That the Democratic Services Committee considered the proposed FWP attached as an Appendix to the report.

That the Members recommend to Council that a further meeting of the Committee be convened sometime in January 2018, in order to consider any extra items of business along the lines detailed in the report and debated at the meeting.

122. URGENT ITEMS

None.

The meeting closed at 6.10 pm

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO DEMOCRATIC SERVICES COMMITTEE

17 JANUARY 2018

#### REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES

##### REVIEW OF ELECTED MEMBER ANNUAL REPORTS PROCESS

##### 1. Purpose of Report.

- 1.1 To request that the Democratic Services Committee :
- Consider proposals to update the Annual Reports for Elected Members and the associated reporting process
  - determine that the agreed process be submitted to Council for approval
  - approve the designation of training for Annual Reports as “Recommended for all members”

##### 2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 Annual Reports from Elected Members assist in informing the public of the activities they have undertaken in the previous year and which support the following the following Corporate Priorities.

1. **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council’s priorities.

##### 3. Background.

- 3.1 The Local Government (Wales) Measure 2011 requires every Local Authority in Wales to make arrangements for all of their Elected Members to make and publish an Annual Report about their activities.
- 3.2 Bridgend was the leading authority in Wales regarding the development and introduction of Annual Reports. The original template was adapted from the “Luton model” by officers from Bridgend. The template was trialled for suitability and Elected Members assisted in developing the format and guidance for the completion of the report.

- 3.3 The template, exemplar and guidance was presented to the Member Support Officer (MSO) Network, who praised Bridgend on the quality of the final model. The template was adopted as an All-Wales model for Annual Reports. The original Annual Report process included the provision of a template, guidance notes and an exemplar to assist Elected Members when compiling their annual reports.
- 3.4 For its work Bridgend County Borough Council was awarded the The Good Practice and Innovation Award for Member Support and Development by the WLGA in 2013.

#### **4. Current situation / proposal.**

- 4.1 The existing process has been reviewed to reflect changes to the Elected Member information currently available on the BCBC website, the implementation of the Welsh Language Standards and to minimise the resources necessary to create, administer and publish Elected Member Annual Reports in English and in Welsh.
- 4.2 Democratic Services will provide the report template as a word document (**Appendix 1**) to each Elected Member in April each year. The Annual Report Template will be translated into Welsh and provide the framework which will be common to all Annual Reports and used to minimise any other translation costs.
- 4.3 Those Elected Members who wish to produce an Annual Report can then complete the initial draft of their report for the period 1<sup>st</sup> May of the previous year until 30<sup>th</sup> April of the current year. Elected members can use the revised guidance (**Appendix 2**) and the sample report (**Appendix 3**) to complete their reports. The initial draft reports will be requested to be returned to Democratic Services by 31 May each year.
- 4.4 Reminders will be provided by Democratic Services for Elected Members to return their completed initial draft reports. It will be assumed that any Elected Member not returning their initial draft report by the 31 May will not be completing an Annual Report for the period.
- 4.5 Councillors are encouraged to provide their information within the 500 word limit to ensure that a consistent approach is established for all Annual Reports.
- 4.6 Democratic Services will review the report and finalise any formatting before returning it to the Elected Member for approval. Any concerns regarding the content of the report will be discussed with the author if necessary or passed to the Group Leaders for review.
- 4.7 The approved reports will be translated and both the English and Welsh report will be linked from the Elected Members profile page on the BCBC website by 01 September each year.
- 4.8 There is no requirement for Elected Members to complete an Annual Report. However, all political groups will be requested to actively promote the completion of Annual Reports by all of their members. Details of the number of Elected Members publishing their annual reports will be provided to the Independent Remuneration Panel for Wales.

## 4.9 Training

4.9.1 It is proposed that the Democratic Services Committee approve that training be provided to all Elected Members in April 2018. The training will advise Elected Members:

- of the need to collect any data for attendance and activities other than any information already identified on the BCBC website which they may wish to be included in their reports.
- of the following publication schedule:

Serial	Event	Date
1.	Democratic Services to circulate report templates to all Elected Members	30 Apr 18
2.	Annual reports for 2017/18 to be drafted by Elected members and returned to Democratic Services	31 May 18
3.	Reports will be finalised by Democratic Services, with any suggested amendments being agreed with the individual member.	30 Jun 18
4.	Copies of the finalised Annual Reports to be reviewed by the Group Leaders (if necessary)	31 July 18
5.	Democratic Services will liaise with Corporate Communications to advertise and promote the publication of the Annual Reports	01 Aug 18
6.	Annual Reports translated into Welsh and published on the BCBC Website	01 Sep 18
7.	Democratic Services advise the IRP of the publication of annual reports as part of the normal reporting process.	30 Sep 18

4.9.2 The Democratic Services Committee is requested to designate this training as “Recommended for all members” as there is no requirement for Members to complete an Annual Report.

## 5. **Effect upon Policy Framework& Procedure Rules**

5.1 There is no effect on the Policy Framework and Procedure Rules.

## 6. **Equality Impact Assessment**

6.1 The publication of the Annual Reports on the BCBC website fulfils our requirement to make the documents available in a bi-lingual format and accessible to those with hearing and visual disabilities.

## 7. **Financial Implications**

7.1 For all Elected Members to complete a 500 word Annual Report, the translation costs are likely to be £60 per 1000 words equating to a total of approximately £1,620. This cost would be met from existing budget provisions.

**8. Recommendation.**

8.1 The Democratic Services Committee is recommended to:

- (1) Consider the amendments to the Annual Report process and the proposed schedule of publication for Annual Reports for 2017/18.
- (2) Note that the Annual Report process will be submitted for approval to Council on 28 March 2018.

**P A Jolley**  
**Corporate Director Operational and Partnership Services**  
**05 Jan 2018**

**Contact Officer:** Gary Jones  
Head of Democratic Services

**Telephone:** (01656) 643385

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Civic Offices  
Angel Street  
Bridgend.  
CF31 4WB

**Background documents** – None

# BCBC Councillor's Annual Report

**Councillor (Initials and Name)**

**Ward: (Ward Name)**

**Party: (Political Party/Group)**

This report identifies my key activities during the year ending **(Year Ending Date)**. It is provided for the information of all constituents and for no other purpose. The views expressed in this report are those of the Councillor and do not necessarily reflect the views of Bridgend County Borough Council.

## Role & Responsibilities

I was elected to Bridgend County Borough Council to represent **(Ward Name)** on **(Elected Date)**. I have undertaken a variety of roles within the Council this year including being appointed to several committees.

I have supported the residents of my ward on a variety of issues and have formally raised **33** constituent queries with the Council and other organisations. This is in addition to informally addressing a number of other issues which you have asked me to help you resolve.

To enable me to fulfil my role as your representative, I have attended a number of Member Development Activities which have assisted me to ensure that my knowledge of national and local issues affecting the Council and my ward is maintained.

Further information of my **(roles, responsibilities and activities)** can be found by using this link.

**Constituency Activity** (max 200 words)

**Initiatives and Special Activities** (max 200 words)

**Other Activities/Issues** (max 100 words)

**Councillor (Initials and Name):**

**Date: (Completion Date)**

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# BCBC Councillor's Annual Report

## Guidance Notes

### **Background**

The Councillor's Annual Report is a mechanism for improving communication between Councillors and the local electorate. The Welsh Government identified that Annual Reports would help improve local people's understanding of what their Local Councillor does, and the important role they serve.

Local Authorities are expected to provide a format and mechanism for Annual Reports to be published; however the content (in the main) is the responsibility of individual Councillors.

Bridgend County Borough Council has developed a process which it is hoped will be factual, interesting and non-political. The BCBC 'Model' allows the completion of 4 specific areas of activity as follows:

1. **Role & Responsibilities**
  2. **Constituency Activity**
  3. **Initiatives & Special Activities**
  4. **Other Activities & Issues**
- **Role & Responsibilities**

Previously the Authority provided a list of committees and other bodies to which each councillor was appointed. This was very labour intensive for officers to accurately compile and insert into each annual report. This information is now available to the public on the BCBC website therefore its inclusion in the report has been replaced by a link to the Councillors profile page.

It is proposed that the revised paragraph in the report template will be updated by Democratic Services to include any specific information and links on completion of the report.
  - **Constituency Activity**

This is where Councillors have an opportunity to detail any work that they have undertaken on behalf of their local constituents. It can include details of regular surgeries held, key referrals made to Council departments, together with their outcomes. It can include the support that Councillors have provided to local residents on a range of topics of high interest.

- **Initiatives & Special Activities**

This is where Councillors have the opportunity to describe any major initiatives or special projects that they have been associated with on behalf of BCBC which have a direct impact on local constituents. Examples of this could include being part of a working party associated with a particular topic or issue, part of a regeneration project, proposals and activity associated with improved leisure facilities for part of the community.

- **Other Activities & Issues**

This is an opportunity for Councillors to offer information on themselves which they believe would be of interest to their constituents of which constituents should be made aware.

Examples of this could include promotion of Welsh Language Skills across the local community, the role that they have undertaken in fund-raising events, support for specialist local business or areas of personal special interest (eg support for local sports clubs, events, or organisations). It is the opportunity to show the 'personal' aspect of your role as a local Councillor.

## **Process**

Democratic Services will provide the report template as a word document to each Elected Members at the end of April each year. This will then enable Elected Members to complete their initial draft of their report for the period from 1<sup>st</sup> May of the previous year until 30 April of the current year. Initial Drafts will be requested to be returned to Democratic Services by 31 May.

One of the most important aspects of the BCBC Model is that Councillors are encouraged to provide as much or as little information within the 500 word limit. Staying within the word count limit will provide some consistency and to maintain the focus on the key issues of your report. It will also enable the translation costs necessary when publishing these reports to be managed.

Reminders will be provided by Democratic Services to return completed initial draft reports. It will be assumed that any Elected Member not returning their report by the 31 May will not be completing an annual report for the period.

Democratic Services will review the report and finalise any formatting before returning it to the elected Member for approval. A copy of the finalised Annual Reports may be reviewed by the Group Leaders (if required)

The approved reports will be translated and both documents will be linked from the Elected Members profile page on the BCBC website by 01 September each year.

Details of the number of Elected Members completing their annual reports will be provided to the Independent Remuneration Panel for Wales.

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# BCBC Councillor's Annual Report

Councillor **RM James**

Ward: **Llangynwyd**

Party: **Plaid Cymru**

This report identifies my key activities during the year ending **30 April 2018**. It is provided for the information of all constituents and for no other purpose. The views expressed in this report are those of the Councillor and do not necessarily reflect the views of Bridgend County Borough Council.

## Role & Responsibilities

I was elected to Bridgend County Borough Council to represent **Llangynwyd** on **08-05-2012**. I have undertaken a variety of roles within the Council this year including being appointed to several committees.

I have supported the residents of my ward on a variety of issues and have formally raised **33** constituent queries with the Council and other organisations. This is in addition to informally addressing a number of other issues which you have asked me to help you resolve.

To enable me to fulfil my role as your representative, I have attended a number of Member Development Activities which have assisted me to ensure that my knowledge of national and local issues affecting the Council and my ward is maintained.

Further information of my **roles, responsibilities and activities** can be found by using this link.

## Constituency Activity (max 200 words)

*One issue of note was the consequences of the developers in Parc Tyn Y Waun going into liquidation and not being able to maintain the open spaces. This is proving to be an upward challenge as the areas are not BCBC's responsibility and look unkempt if they are not maintained, this is not what the residents want. I am currently investigating other ways to fund this work as BCBC have never adopted this land and now have no money to do so. I am managing to maintain the cutting of the grass currently by referring this to the probation service under the community court orders scheme. I am also constantly in discussions with BCBC about this issue.*

## Initiatives and Special Activities (max 200 words)

*The Community Council has continued to maintain our lovely community park –Parc Tir Iarll, Cwmfelin, where I have worked with a few committee members, our clerk and our park warden, Nicola, to hold special free days for the community. In these days of austerity they have proved very successful. We had an Easter egg hunt, a summer picnic in the parc and recently a spooky trail, all of which have seen me dressing up and helping with the preparation and the event on the day. Christmas even sees me dressed as Santa Clause in his grotto.*

**Other Activities/Issues** (max 100 words)

I regularly entertain the congregation and guests at the St. Cynwyds Church at events such as the Harvest Festival.

**Councillor RM James:**

**Date: 31 Jul 2018**

SAMPLE

**BRIDGEND COUNTY BOROUGH COUNCIL**  
**REPORT TO THE DEMOCRATIC SERVICES COMMITTEE**

**17 JANUARY 2018**

**REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES**

**REVIEW OF THE PERSONAL DEVELOPMENT REVIEW (PDR) PROCESS**

**1. Purpose of Report**

- 1.1 The purpose of this report is to present the Democratic Services Committee with proposals for :
- a Personal Development Review (PDR) process that will be made available to all Elected Members;
  - the Personal Development Review process to be recommended to Council for approval at its meeting on 28 March 2018.

**2. Connection to Corporate Improvement Objectives/Other Corporate Priorities**

- 2.1 Elected Members have a wide range of roles and responsibilities which they are expected to undertake. The PDR process will assist Elected Members to identify any support that may be required to fulfil these roles effectively. Attaining the appropriate level of knowledge, skills and experience identified during the PDR process will enable them to fulfil their roles and support the achievement of all of the following Corporate Priorities:
1. **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
  2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
  3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

**3. Background**

- 3.1 The key elements of the PDR process as identified in the Local Government (Wales) Measure 2011 intend that:
- A local authority must make available to each member of the authority an annual review of the member's training and development needs.

- The review must include an opportunity “to discuss” with a person who is, in the opinion of the authority, suitably qualified to provide advice about the training and development needs of a member of a local authority.

3.2 Effective use and completion of the PDR process will enable this Authority to meet its requirement in accordance with the Measure and secure the provision of reasonable training and development opportunities for its members. In addition to this requirement, the WLGA Charter has determined that all senior salary holders must undertake the PDR process.

3.3 At its meeting on 6 September 2017 Council approved that a submission be made to the Welsh Local Government Association (WLGA) for the Charter for Member Support and Development. The report identified that one of the criteria for achieving the Charter was the need to provide a PDR process which could be offered to all Members and which must be undertaken by all Senior Salary holders.

3.2 A PDR process has previously been put in place and this has now been reviewed by the Head of Democratic to ensure that it remains fit for purpose.

#### 4. **Current situation / proposal**

##### Personal Development Review Documents

4.1 The following 3 PDR interview templates options which were considered during the last administration have been reviewed and updated:

- Comprehensive Personal Development Review Document - **Appendix 1**
- Intermediate Personal Development Review Document - **Appendix 2**
- Personal Development Review Document - **Appendix 3**

##### 4.1.2 Comprehensive Personal Development Review Document

This document is similar to the version that has been considered by the WLGA as the all-encompassing review document. As the title indicates, it covers every eventuality for personal development. To use this form would require a full understanding of each of the headings by the reviewee and an almost professional skill for the reviewer to fully explore the developmental needs of an individual to complete the form. The form also leads the reviewee to identify a general and extensive “wish list” of learning opportunities and support that in the current economic environment are unlikely to be provided.

##### 4.1.3 Intermediate Personal Development Review Document

This document is a précised version of the comprehensive document. Although it reduces some of the depth of the PDR interview, it still provides a technical challenge for the reviewers and is likely to be time consuming. It is considered that this also maintains the need for a “trained reviewer” being able to guide the PDR interview.

##### 4.1.4 Personal Development Review Document

This is a simplified version of the previous documents. It has a simpler format which enables the reviewee to reflect on those activities where they have made good progress in the past year and identify those aspects of their role where additional support is needed. The focus of this form is on the individual and their role. Member



Role Descriptions provide the framework for the skills knowledge and experience that is required to fulfil an individual's role(s) which is then developed during the discussion process into a personal development plan. The reviewer does not need a "professional level" of interviewing skills to undertake the review discussion. This will reduce the training burden and optimise the opportunities to create a wider pool of Elected Members able to undertake the review.

4.1.5 In 2013 Council approved the Personal Development Review Document as it was considered as the most appropriate for use with Elected Members. However, some of the feedback from the PDR process indicated that the form did not provide sufficient value to those involved in the process to take ownership of their personal development. Therefore all 3 forms have been reviewed with the intention to be re-considered for future use with the PDR process.

## 4.2 PDR Process

4.2.1 It is proposed that the following process be undertaken to introduce PDR's:

- Political groups identify suitable members to undertake the role of PDR reviewers
- Reviewers and reviewees undertake training in the PDR process
- Political groups/individuals to map reviewees to appropriate reviewers
- PDR discussions are scheduled and agreed between reviewers and reviewees
- Reviewees draft the their PDR form using their Role description portfolios for reference prior to their PDR discussion
- The PDR discussion is held and the reviewees PDR Form is updated and signed
- A copy of the PDR document is passed to the Head of Democratic Services
- The Head of Democratic Services will arrange appropriate support or training to meet the needs of members within the available budgetary and time constraints.

## 4.3 Training

4.3.1 To facilitate the successful introduction of the PDR process training sessions will be provided.

4.3.2 The reviewee training will outline the use of the individuals Role Description Portfolio to clarify the various roles they are expected to undertake. They will be advised regarding methods to successfully reflect on their achievements and to identify those areas that require additional support. The training will then cover how the PDR form should be completed and how to begin their own personal development plan in preparation for the discussion stage of the process. Reviewees will be advised of what will be expected during the discussion stage of the review and the assistance that can be provided by the reviewer to complete the personal development plan and the PDR process

4.3.3 Reviewer training will include an outline of the training provided to the reviewees but in addition they will be guided in the format of the discussion. They will be informed of how to complete the form including the personal development plan and the actions required to inform the Head of Democratic Services that the PDR process has been completed. The reviewers will also have to provide a copy of the review form and the personal development plan for recording and for collation into the future member development programme or to provide appropriate support to the individual member as required.

#### 4.4 Identification of Reviewers

- 4.4.1 It is proposed that the responsibility for identifying those Elected Members that will act as reviewers will be undertaken by each of the political groups. It will also be for the political groups to determine how they wish to pair or match reviewers and reviewees within their group. It is hoped that there would be a ratio of 3 reviewees to 1 reviewer but it is suggested that no more than 6 reviewees be matched to a reviewer.
- 4.4.2 Group Leaders are requested to inform the Head of Democratic Services of the nominated reviewers to undertake their PDR reviews. This will enable training to be identified for the relevant Elected Members.
- 4.4.3 It is anticipated that the reviewees have the opportunity to select a reviewer of their choice who would be able to provide the necessary guidance and support during the PDR process.

#### 4.5 Timescales

- 4.5.1 To meet the deadlines for the submission for the WLGA Charter, the approval of the PDR process, its implementation and the successful completion of PDRs for the Senior Salary Holders it is proposed that the following activities and timescales be met:

Task	Completed by
PDR Process submitted for approval to Council	28 Mar 18
Reviewers Identified	16 May 18
Training for use in the PDR process	31 May 18
PDR for Senior Salary Holders completed	29 Jun 18
PDR for all members completed	31 July 18

### **5. Effect upon Policy Framework & Procedure Rules**

- 5.1 There is no effect on the Policy Framework and Procedure Rules.

### **6. Equality Impact Assessment**

- 6.1 There are no equalities implications in respect of this report.

### **7. Financial Implications**

- 7.1 All activities described in this report will be met from existing budget provisions.

### **8. Recommendation**

- 8.1 It is recommended that the Democratic Services Committee:

- (i) select one of the Personal Development Review documents (attached as Appendices 1,2 and 3) as the vehicle for progressing the PDR process in Bridgend County Borough Council;
- (ii) approve the proposed activities and timescale as shown at paragraph 4.8.1 of this report;

- (iii) confirm that the proposed PDR Process will be recommended to Council for approval and implementation as outlined in the report for its meeting on 28 March 2018.

**P A Jolley**  
**Corporate Director Operational and Partnership Services**  
**10 Jan 18**

**Contact Officer:** Gary Jones  
Head of Democratic Services

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Civic Offices  
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CF31 4WB

**Background documents** – None

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# COMPREHENSIVE PERSONAL DEVELOPMENT REVIEW

Please complete this pro forma and bring it to the meeting, this form is confidential to you and the person who is conducting your review except for the final sheet which will be used by the Head of Democratic Services.

**1. What are my current roles and responsibilities?**

(e.g. Cabinet Member, overview and scrutiny member, chair, member of a statutory committee such as planning, licensing etc. In the community, ward member and community leader)

**2. What specific tasks to I need to achieve this year?**

What do I plan to do?	By when?

**3. What do I need to know about and be able to do to undertake my roles effectively?**

(Your role description, person specification may help you here)

**4. What aspects of my role am I confident in?**

**5. Where am I less confident?**

**6. What might prevent me from undertaking my role effectively?**

(consider any personal, organisational or political issues which might be a barrier to success)

<b>Areas that I would like to develop are:</b>	<b>Preferred method of development (e.g. visits to other authorities, peer networking, practical workshops, e learning etc.)</b>
Skills (e.g. meeting management, questioning techniques, media interviews,	
Knowledge (e.g. the code of conduct, equalities, the planning process, local policy etc.)	

## PERSONAL DEVELOPMENT PLAN

This section of your proforma can be discussed during your PDR meeting

When completed copies are passed to the Head of Democratic Services, it will be used to inform development plans and support offered

**Reviewee Name (Print):** \_\_\_\_\_ **Reviewer Name (Print):** \_\_\_\_\_

Area for Development	How	Priority
<i>example How to Chair scrutiny meetings effectively</i>	<i>Observation of external meetings Workshop on Chairing Skills Authority guidance for Scrutiny chairs</i>	1
<i>example Understanding of the planning system to answer constituents enquiries</i>	<i>Introduction to planning workshop Meeting with planning officers on specific issues</i>	3
<i>example Local Government Finance, how do I contribute to the budget setting process?</i>	<i>Induction workshop in finance Discussions with Finance officers Mentoring from Cabinet member for Finance and Resources</i>	2

Please be aware that any requirements identified by individual members during the Personal Development Review are not guaranteed to be made available in the forthcoming council year.

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## INTERMEDIATE PERSONAL DEVELOPMENT REVIEW

Please complete this pro forma and bring it to the meeting, this form is confidential to you and the person who is conducting your review except for the final sheet which will be used by the Head of Democratic Services.

**1. What are my current roles and responsibilities?**

(e.g. Cabinet Member, overview and scrutiny member, chair, member of a statutory committee such as planning, licensing etc. In the community, ward member and community leader)

**2. What specific tasks to I need to achieve this year?**

What do I plan to do?	By when?

**3. What might prevent me from undertaking my role effectively?**

(consider any personal, organisational or political issues which might be a barrier to success)

<b>Areas that I would like to develop are:</b>	<b>Preferred method of development (e.g. visits to other authorities, peer networking, practical workshops, e learning etc.)</b>
Skills (e.g. meeting management, questioning techniques, media interviews,	

Areas that I would like to develop are:	Preferred method of development (e.g. visits to other authorities, peer networking, practical workshops, e learning etc.)
<p>Knowledge (e.g. the code of conduct, equalities, the planning process, local policy etc.)</p>	

# PERSONAL DEVELOPMENT PLAN

This section of your proforma can be discussed during your PDR meeting.

When completed copies are passed to the Head of Democratic Services, it will be used to inform development plans and support offered

**Reviewee Name (Print):** \_\_\_\_\_ **Reviewer Name (Print)** \_\_\_\_\_

<b>Area for Development</b>	<b>How</b>	<b>Priority</b>
<i>example</i> <i>How to Chair scrutiny meetings effectively</i>	<i>Observation of external meetings</i> <i>Workshop on Chairing Skills</i> <i>Authority guidance for Scrutiny chairs</i>	<i>1</i>
<i>example</i> <i>Understanding of the planning system to answer constituents enquiries</i>	<i>Introduction to planning workshop</i> <i>Meeting with planning officers on specific issues</i>	<i>3</i>
<i>example</i> <i>Local Government Finance, how do I contribute to the budget setting process?</i>	<i>Induction workshop in finance</i> <i>Discussions with Finance officers</i> <i>Mentoring from Cabinet member for Finance and Resources</i>	<i>2</i>

Please be aware that any requirements identified by individual members during the Personal Development Review are not guaranteed to be made available in the forthcoming council year.

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# Personal Development Review

Reviewee: \_\_\_\_\_

Reviewer: \_\_\_\_\_

Please complete this pro forma and bring it to the meeting, this form is confidential to you and the person who is conducting your review except for the final sheet which will be used by the Head of Democratic Services.

**1. What are my current roles and responsibilities?**

(e.g. Cabinet Member, overview and scrutiny member, chair, member of a statutory committee such as planning, licensing etc. In the community, ward member and community leader)

**2. What do I need to concentrate on in order to maintain or improve my performance?**

# PERSONAL DEVELOPMENT PLAN

This section of your proforma can be discussed during your PDR meeting

When completed copies are passed to the Head of Democratic Services, it will be used to inform development plans and support offered

**Reviewee Name (Print):** \_\_\_\_\_ **Reviewer Name (Print):** \_\_\_\_\_

<b>What do I plan to do?</b>	<b>By When?</b>	<b>Support Required (if appropriate)</b>

<b>Reviewee's Comments</b>

**Reviewee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

<b>Reviewer's Comments</b>

**Reviewer Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE DEMOCRATIC SERVICES COMMITTEE

17 JANUARY 2018

#### REPORT OF THE CORPORATE DIRECTOR OPERATIONAL AND PARTNERSHIP SERVICES

##### THE MEMBER MENTORING PROCESS

###### 1. Purpose of Report

- 1.1 The purpose of this report is to inform the Democratic Services Committee of the Member Mentoring process and the progress that has been made to identify and train Member Mentors.

###### 2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The support provided to Elected Members assists in the achievement of all the Corporate Priorities.

1. **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

###### 3. Background

- 3.1 Mentoring is a voluntary, confidential, one to one relationship in which an individual uses a more experienced or more senior person as a sounding board for guidance. It enables the mentee to “grow” in their role in skills, knowledge, understanding and behaviour. It can be a medium, long term or ongoing relationship. It is not a prescriptive or directive relationship but rather one which allows the mentee to find their own way, assisted by the mentor.
- 3.2 Prior to the 2012 Local Government Elections the Authority established a Member Mentoring process. Approximately 20 Member Mentors were trained in advance of the Local Government Elections. This was intended to provide a small pool of Mentors who would be able to support the newly elected within their political group following the Election.
- 3.3 This process was considered beneficial to the newly Elected Members but was not

progressed when Council determined that it would not renew its Welsh Local Government Association (WLGA) Charter in 2014.

- 3.4 Following the 2017 Local Government Elections Council determined to submit an application to the WLGA for the Charter for Member Support and Development. The criteria for achieving the Charter included the need to provide a Member Mentoring process which could be offered to all Members.
- 3.5 The Head of Democratic Services has reviewed the process and role of Member Mentors to ensure that it is fit for purpose. The role description for a Member Mentor was approved by Council on 20 December 2017 and is shown at **Appendix 1**.

#### **4. Current situation / proposal**

- 4.1 The WLGA Charter for Member Support and Development identifies that Members should be offered the opportunity to be mentored by member peers. It also indicates that any member who has requested a mentor is provided with one and that Mentors are trained in mentoring skills.
- 4.2 It is considered that the Elected Members currently undertake informal mentoring arrangements where newly elected or other members discuss issues with each other, member to member or have informal discussions with appropriate officers who provide suitable advice. It is anticipated that with a suitably trained number of Member Mentors this can then become a more formalised arrangement.
- 4.3 The role of the trained Member Mentors will provide opportunities to help the newly Elected Members to “grow” in their role in skills, knowledge, understanding and behaviour. The newly Elected Members could be for those:
- Members elected for the first time as a County Borough Councillor in 2017.
  - Members re-elected as a County Borough Councillor with a break in their service.
  - Members elected as a County Borough Councillor between the 2017 and 2022 elections.
  - Members elected following the 2022 Elections if the mentor retained their seat on the Council.
- 4.4 Previously the Head of Democratic Services and other officers were also trained as Member Mentors to enable those Independent Members who may not have easy access to another Elected Member Mentor to be mentored. This is not an ideal situation but is considered as a fall-back position if necessary.
- 4.5 Group Leaders have identified the following Councillors as potential mentors although there is a capacity for other Councillors to attend the training and become member mentors:



	Inits	Surname	Group
1	HJ	David	Labour
2	HW	Williams	Labour
3	CE	Smith	Labour
4	P	White	Labour
5	R	Young	Labour
6	D	Patel	Labour
7	CA	Green	Independent Alliance
8	DG	Owen	Independent Alliance
9	RM	James	Plaid Cymru
10	R	Penhale-Thomas	Lynfi Independents
11	J	Williams	Independent

NB: The Head of Democratic Services will also undertake the training as a mentor

- 4.6 Training is being provided by the WLGA on Thursday 01 February 2018 at 4:00pm. The training will be based on the WLGA Guidance for Member Mentors as attached at **Appendix 2**.
- 4.7 Following the training, each political group will be able to offer their new members a mentor to support them if they so wish. It was identified previously that initially meetings between mentors and mentees were held each week but as time progressed the meetings became less frequent until it was mutually determined that after approximately one year no further meetings were required. However mentors and mentees did continue their relationship and were a familiar source of advice and guidance even after the formal mentoring had ceased.
- 4.8 It is hoped that further training will be provided to additional Elected Member mentors in the lead up to the 2022 Elections to ensure that there are sufficient mentors available immediately after the election when the mentors are able to provide the greatest benefit.

## **5. Effect upon Policy Framework& Procedure Rules**

- 5.1 There is no effect on the Policy Framework and Procedure Rules.

## **6. Equality Impact Assessment**

- 6.1 There are no equalities implications in respect of this report.

## **7. Financial Implications**

- 7.1 All activities described in this report will be met from existing budget provisions.

## **8. Recommendation**

- 8.1 It is recommended that the Democratic Services Committee note the planned process for the use of Member Mentors.

**PA Jolley**  
**Corporate Director Operational and Partnership Services**  
**10 January 2018**

**Contact Officer:** Gary Jones  
Head of Democratic Services

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**E-mail:** [Gary.Jones@bridgend.gov.uk](mailto:Gary.Jones@bridgend.gov.uk)

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Bridgend.  
CF31 4WB

**Background documents** – None

## **Member Mentor**

### **Role Description**

#### **1 Accountabilities**

- Before undertaking work with a mentee the mentor will agree to act within the 'Code of Practice for Member Mentors' contained within the WLGA's Guidance for Member Mentors.

#### **2 Role Purpose and Activity**

- **Offering support**
  - To develop an active partnership with the mentee
  - To be an advocate for the Council in developing a reciprocal learning process with the mentee, sharing resources and experience for mutual benefit
  - To promote and facilitate networking
  - To be responsive to the developing needs of the mentee
  - To provide information and guide the mentee in identifying learning needs and developing a learning plan
  - To act as a guide and coach on current practice and protocol
  - To ensure regular contact and feedback is given to the mentee to support development
- **Creating challenge**
  - To participate in reflective activities with the mentee to share experience, understanding, and to facilitate the evaluation of learning
- **Facilitating vision and identity with the mentee undertaking a new role**
  - To promote governance, ethical standards and relationships in the Council's affairs
  - To provide community leadership and promote active citizenship
  - To promote and support open and transparent government
  - To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
  - To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office
- **Personal and role development of the mentee**
  - To actively seek opportunities which support the personal and role development of the mentee

### **3 Likely qualities of a good Member Mentor**

- Demonstrates commitment to the values of the Council and the following values in public office:
  - Openness and transparency
  - Honesty and integrity
  - Tolerance and respect
  - Equality and fairness
  - Appreciation of cultural difference
  - Sustainability
  
- Is trained in the role of mentor and able to:
  - Give effective feedback
  - Develop rapport
  - Communicate well
  - Show an interest in developing others
  - Share their own experiences
  - Facilitate without instructing or steering
  - Create a supportive but challenging environment in developing others
  - Demonstrate enthusiasm and commitment to the role

### **4. Values**

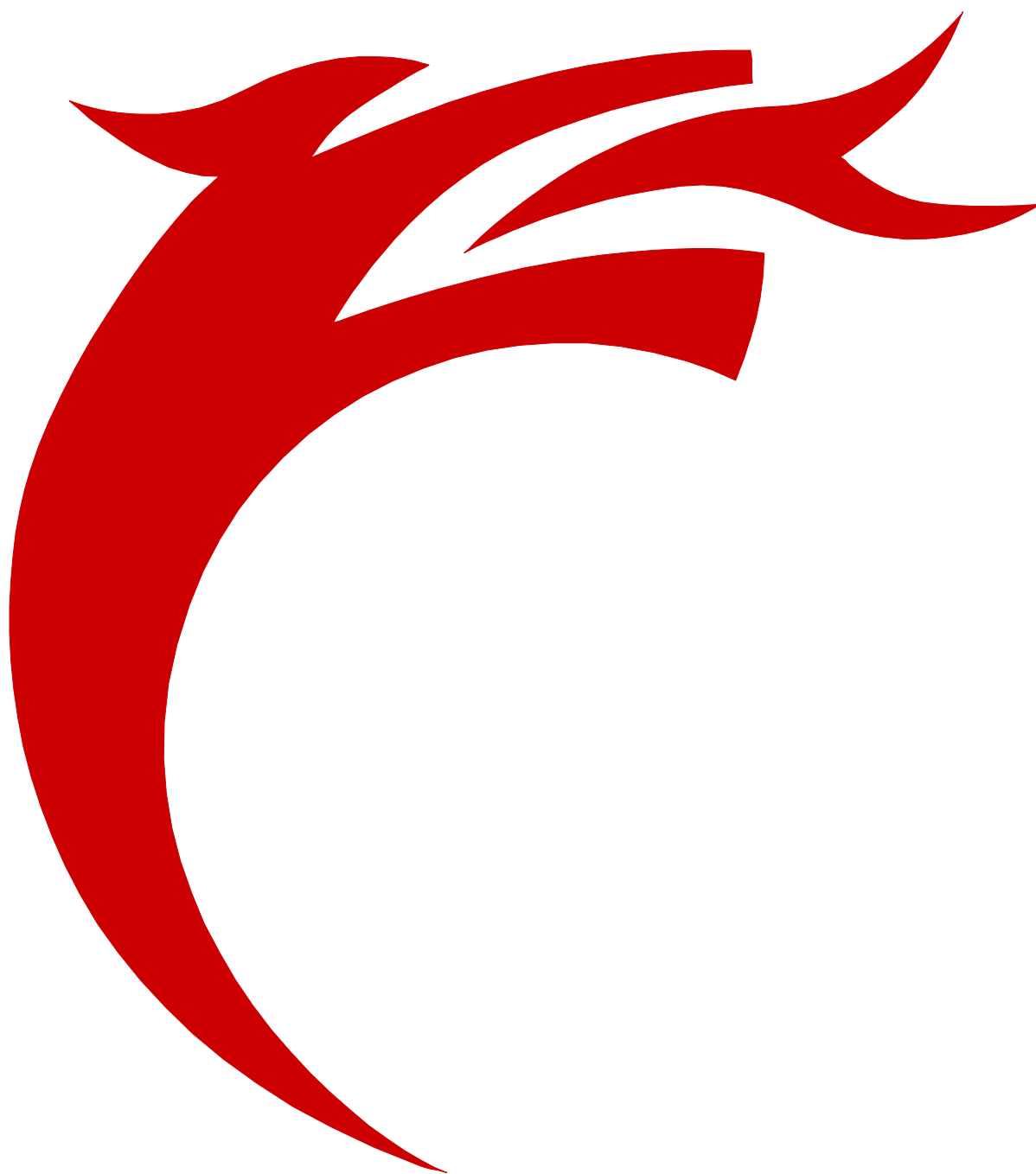
To be committed to and demonstrate the following values in public office:

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

# Guidance for Member Mentors



WLGA • CLILC



This guidance has been prepared for members intending to act as mentors for newly elected or less experienced member colleagues.

It is intended to be a short, informal, practical tool to support members who have received training, in their mentoring practice.

It is part of the support and guidance offered by the Welsh Local Government Association to authorities who are developing local strategies for member mentoring. It has been created within the context of the Welsh Strategy for Member mentoring and alongside the Model Local Authority Mentoring Strategy.

Development workshops based on this guidance are available from the Association for members on request.

We would like to thank members for their observations which have informed the guidance, and for "road testing" it. We are also grateful to officers from the Member Support Officer Network who have contributed examples from their own guidance, Carol O'Donnel from the LGIU, and the LGIU, IDeA and APSE for the tools provided from their Mentoring Handbook.

For further information contact

Sarah Titcombe, Organisational and Personal Development Advisor, WLGA tel 02920 468638  
sarah.titcombe@wlga.gov.uk

# Guidance for Member Mentors

## 1. What is mentoring?

Mentoring is a voluntary, confidential, one to one relationship in which an individual uses a more experienced or more senior person as a sounding board for guidance. It enables the mentee to “grow” in their role in skills, knowledge, understanding and behaviour. It can be a medium, long term or ongoing relationship. It is not a prescriptive or directive relationship but rather one which allows the mentee to find their own way, assisted by the mentor.

## 2. What does a mentor do?

As a mentor you will form a voluntary, confidential, one to one relationship with someone who is less experienced than yourself. This person will seek to use you, your skills, knowledge and experience as a guide and support for their personal and professional development and a sounding board for their ideas and approaches.

The agenda for your discussions will be primarily set by your mentee although you may need to guide them in clarifying their goals for what they hope to achieve from the relationship. Typically you might discuss:

- Working within the organisation: I'm new to the authority how does it all work here?
- A new role: I'm a new Scrutiny Chair, can you help me understand the role?
- Career development: Where do I go from here? How do I get there?
- Political challenges: How do I get my voice heard in the group?

The role of mentor brings with it significant responsibilities. you have a responsibility to:

- Work within a code of practice (Appendix C)
- Use a mentoring contract (Appendix B)
- Develop your mentoring skills through training

## 3. How do I do it?

Before working with a mentee, it is helpful to get into the appropriate frame of mind, this requires some self awareness and the ability to see how you might be perceived. Some of the attitudes you would want to have and demonstrate are:

- Respect for the mentee. Although their values or style may be different from yours you should always attempt to maintain unconditional respect for them and be non judgemental.

- Empathy. The ability to regard a situation as if you were in it, from your mentee,s point of view, this helps you to help your mentee come to their own solutions rather than yours.
- Commitment to supporting the mentee to set their own agenda and come to their own decisions/solutions. i.e. an outcome that is right for them.
- Commitment to confidentiality. To be able to guarantee that the information that you discuss goes no further than you have agreed.
- Awareness of your position as role model. You can demonstrate many of the qualities that your mentee would aspire to.

The relationship can last for as long as both parties agree that it is helpful. Either party has the ability to dissolve the relationship when it has run its natural course or if the pairs are not compatible or productive. We encourage you to arrange to review the usefulness of the relationship with your mentee regularly.

#### **4. A framework that can help**

Your mentoring sessions will be a conversation where the mentee sets the agenda and you act as a sounding board. Through actively listening to what they have to say and the skilful use of questioning and challenge you will help them to learn and develop. Mentors are also able to provide some guidance about how the local government and political context works, how to find out further information and, when appropriate, share their own experience.

To provide some structure to the sessions and make sure that the outcomes set by the mentee are reached it is helpful to have a framework to work through. You might like to use a popular widely used model - GROW.

**Goals:** The mentee sets out their goal/goals for the session or programme which might start out by being quite nebulous. With the help of the mentor these can be clarified so that they become clearer. You can ask:

- What do you want to achieve?
- What do you want from this meeting?
- What do you need to know about?

**Reality:** The current situation, including any barriers to the goals that might exist, including a reality check to see if the mentee perceives the true situation. You can ask:

- What is happening?
- Why is it a problem?
- What do you mean by that – can you give me an example?
- What have you tried - What happened?
- How do you feel about that?



**Options:** The mentee is encouraged to look at a variety of alternatives and evaluate them. You can ask

- What options do you think there are?
- What have you tried?
- What are the pros and cons of this?
- Is there anything else you could do?

**Way forward:** The mentee chooses a course of action. You can ask:

- Can you summarise what you are going to do by when?
- What obstacles and objections do you expect?
- How will you overcome them?
- Who will you get support from?
- What resources do you need?
- When should we review progress?

## 5. Some skills you can use

### Active listening

Active listening is about immersing yourself in what someone is saying truly seeking to understand their position. It's also about giving signs that you are listening, remembering what they have said and encouraging the mentee to say more. It's not about thinking about what you can say next. Use body language to show that you are genuinely interested and paraphrase to check understanding.

### Questioning

Use different questioning techniques:

- Open e.g. How do you feel about what happened?
- Closed e.g. Do you think that's true?
- Leading e.g. So were you thinking about setting up a meeting with x?
- Hypothetical e.g. What might happen if you were to do that?
- Analytical/ challenging e.g. What caused you act in that way? What do you think the effect on x was as a result of your actions?

Bear in mind that "why" is a fairly challenging question. 'What caused you to' is less threatening than 'why did you do that'

### Giving feedback

Give feedback when invited but always be supportive and constructive and wherever possible positive. Helpful feedback is:

- Clear - everyone knows what the message is

- Owned – it's your own perception and not objective truth
- Balanced – contains both positive and negative
- Evidence based – can be backed up

You should encourage your mentee to give feedback to you in this style on the mentoring relationship.

## **6. Some Tools you can use**

The following are a set of widely used tools or models that you can *offer* to your mentee to help them examine an issue or situation in a structured way. Remember that some people like to use tools and others don't!

The tools are sourced from the LGIU, IDeA and APSE Mentors Handbook by Carol O'Donnell at the LGIU.

## Learning from Mistakes - Analysis

<b>What happened: a description of the issue or problem</b>
<b>When did it happen?</b>
<b>What/who was involved?</b>
<b>Why did it go wrong?</b>
<b>What have I learnt from this?</b>

**Learning from mistakes – changes**

<b>What changes do I need to make?</b>
<b>How will I make the changes?</b>
<b>When will I make these changes?</b>
<b>When will I review progress?</b>

*LGIU, IDeA, APSE.*

## Visioning

**Visioning exercises are used as a means of defining and achieving a desirable future action. Studies have shown that we are more likely to reach an objective if we can see it and imagine the steps to reach it.**

**What would/could the end result look like?** (Try to describe it as clearly and specifically as possible)

**How would/could you get there?**

**Would/could it carry credibility?** (Try to consider all the people likely to be involved. How credible is this to them?)

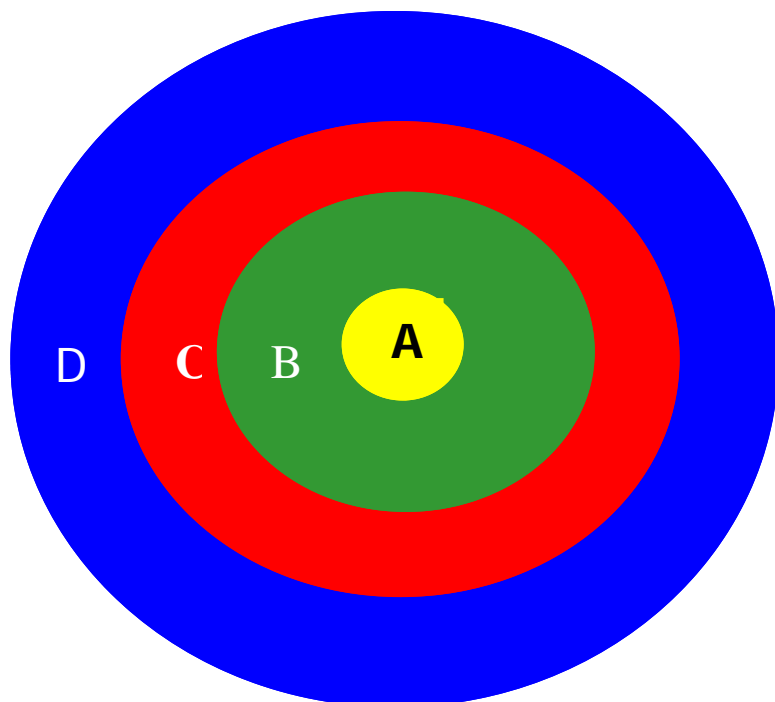
**What would/could happen if this course of action were not pursued?** (Try to think in terms of the 'worst case scenario' as well as any others)

By assessing the risk in this way not only do you build up a picture of the possible outcomes; you can also develop contingency plans to protect yourself against the 'worst case scenario'

*LGIU, IDeA, APSE*

**Circles of influence**

**Circle A** – Represents problems that can be solved completely by the individual  
**Circle B** – Represents problems that can be solved completely by the group in which the individual works  
**Circle C** – Represents problems that the individual or the group can influence but cannot completely control  
**Circle D** – Represents problems or forces affecting the group that are outside its influence



The circles of influence diagram (above) is designed to help individuals analyse and understand what influence they can have over certain issues/problems; what lies within the power of them and their immediate peers; what they and their peers can influence, but not control; and what is outside the individual and groups' control.

1. Practice using the circles of influence concept by listing up to ten problems/issues that present a real difficulty for you at the present time. Then consider each with reference to the circles of influence A, B, C, D and assign it to a specific category.
2. Complete the analysis sheet by listing possible actions that could lead to a solution for each problem and list these in the final column.

Issues/Problems	Circles Category	Possible Actions

## Cost Benefit Analysis

This process can be used with an individual to examine the advantages and disadvantages that might accumulate from taking various courses of action. It encourages the individual to step back and assess them against the cost or investment required to achieve the benefits. It can also help clarify the disadvantages of taking a particular course of action and highlight the risk factors.

Action	Benefits	Disadvantages	Cost (Money, people, time, etc.)
<b>1.</b>			
<b>2.</b>			
<b>3.</b>			
<b>4.</b>			

*LGIU, IDeA, APSE.*

## **7. What happens if I need help?**

Inevitably as a mentor you will find yourself in need of some support. If the relationship is deteriorating you might need to talk to someone about why this might be and what you could do about it. You might find yourself being asked questions which you are unsure how to answer or are unclear where to signpost your mentee.

For this reason it's helpful to have someone with whom you can "check out" the more challenging aspects of the mentoring relationship. You might find it helpful to identify for yourself a "mentors mentor" who is prepared to be bound by the same confidentiality contract as yourself and can offer you support when you need it.

## **8. Guidance for Mentees**

Mentors will find it helpful to provide a copy of the guidance attached at Appendix A to their mentee.

## **9. The Mentoring Contract between Mentor and Mentee**

These issues (Appendix B) should be discussed at the beginning of the relationship and both parties should agree to abide by the resulting decisions.

## **10. Code of Practice for Member Mentors**

Before undertaking work with a mentee, the mentor will agree to act within a code of practice (attached at Appendix C)

It is essential that mentors abide by this code. This guarantees a high quality of support for the mentee provided by a mentor who works within an appropriate professional framework guaranteeing confidentiality and engendering the trust necessary for the relationship to work.



## **Appendix A**

### **Guidance for Mentees**

Mentors will find it helpful to provide a copy of the following guidance to their mentee

#### **What can a mentee expect?**

As a mentee, you will form a voluntary, confidential, one to one relationship with a person who is more senior/experienced than yourself. You can use this person, their skills, knowledge and experience as a guide and support for your own personal and professional development and as a sounding board for your own ideas and approaches.

You will set the agenda for your discussions. Typically you might discuss:

- Working within the organisation: I'm new to the authority how does it all work here?
- A new role: I'm a new Scrutiny Chair can you help me understand the role?
- Career development: Where do I go from here? How do I get there?
- Political challenges: How do I get my voice heard in the group?

The relationship can last for as long as both parties agree that it is helpful. Either party has the ability to dissolve the relationship when it has run its natural course or if the pairs are not compatible or productive. We encourage you to arrange to review the usefulness of the relationship with your mentor regularly

#### **How to be a good mentee**

As a mentee you have a responsibility to:

- Agree to maintain appropriate confidentiality
- Take responsibility for your own learning
- Work within the mentoring contract agreed with your mentor

#### **Your relationship with your mentor will be most productive if you are**

- Proactive in identifying your aims for the relationship
- Prepared to take responsibility for yourself and the outcomes you want
- Receptive to what the mentor has to say
- Prepared to be honest, open and trust what the mentor shares with you
- Able to feedback to your mentor regularly on how you think the relationship is working out
- Willing to end the relationship if its is not working or you no longer need the support

If you have a problem with the arrangement that cannot be resolved with your mentor, you might want to approach the people who have helped broker the relationship for support.

## **Appendix B**

### **The Mentoring Contract between Mentor and Mentee**

These issues should be discussed at the beginning of the relationship and both parties should agree to abide by the resulting decisions.

#### **1. Time and place**

- Both parties agree how much time they are able to give including work between meetings if necessary
- Frequency of meetings
- Duration of relationship (how long before a review)
- Venues - away from the usual working environment, private, out of reach of phones and colleagues

#### **2. Scope/context**

- What will be covered?
- What might some of the learning goals, short and long term be?
- The mentee sets the agenda

#### **3. Relationships and Responsibilities**

- The Mentor has a responsibility to act within a code of practice (see appendix c)
- The meetings are a priority - once set shouldn't be altered if avoidable
- The mentee is responsible for their learning and actions
- There is a responsibility on both sides for honesty and trust
- Both parties need to take responsibility for suggesting the ending of the relationship when appropriate

#### **4. Confidentiality**

- Agreement on confidentiality or where any information goes
- Should notes be made? What happens to any notes during and after the arrangement?
- Will there be any discussions with the mentors mentor/sponsors/ peers?

## Appendix C

### Code of Practice for Member Mentors

Before undertaking work with a mentee the mentor will agree to act within this code of practice.

Throughout the relationship and after it has been concluded, the mentor will:

#### 1. Competence

- undertake training in mentoring
- agree to work only within their level of competence
- understand and agree to work within this code
- seek personal support when necessary from an appropriate mentors mentor

#### 2. Context

- agree to understand and operate within the political/organisational context where the relationship is taking place
- seek to meet the learning and development needs of the mentee

#### 3. Boundaries

- agree to work within the boundaries of the mentoring relationship, i.e work/professional development/performance, not straying into areas where they are not qualified/experienced such as counselling or psychotherapy or into an inappropriate personal relationship
- be prepared to refer the mentee to other sources of information/expertise or professional assistance as appropriate

#### 4. Confidentiality

- maintain a level of confidentiality agreed with the mentee both during and after the relationship has ended
- disclose information only when agreed with the mentee unless the mentor believes that there is convincing evidence of serious danger to the mentee or others if the information is withheld

#### 5. Integrity and professionalism

- act within appropriate law/policy/values of the authority e.g. equal opportunities and HR policies
- consider the learning and development needs of the mentee as brought to the relationship as paramount
- seek to understand the needs and point of view of the mentee maintaining respect for the mentee throughout the relationship
- not exploit the mentee in any way or put their own interests before that of the mentee

*I the undersigned agree to work with my mentee in accordance with the above Code of Practice*

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## BRIDGEND COUNTY BOROUGH COUNCIL

### REPORT TO THE DEMOCRATIC SERVICES COMMITTEE

17 JANUARY 2018

#### REPORT OF THE HEAD OF DEMOCRATIC SERVICES

#### DEMOCRATIC SERVICES COMMITTEE FORWARD WORK PROGRAMME

##### 1. Purpose of Report

- 1.1 The purpose of this report is to inform the Democratic Services Committee of the proposed items that will be considered at its subsequent meetings.

##### 2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The support provided to Elected Members assists in the achievement of all the Corporate Priorities.

1. **Supporting a successful economy** – taking steps to make the county a good place to do business, for people to live, work, study and visit, and to ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
2. **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
3. **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

##### 3. Background

- 3.1 In order for the Democratic Services Committee to prioritise the work carried out by the Democratic Services Team it is necessary to develop a work programme that meets with the requirements of the Local Government (Wales) Measure 2011, other legislation, the requirements of the Authority and the needs of the Elected Members.

##### 4. Current situation / proposal

- 4.1 The proposed items for inclusion at the subsequent meetings of the Democratic Services Committee are shown at **Appendix 1**.
- 4.2 It is anticipated that the following officer will regularly be in attendance at Democratic Services Committee meetings:

- Head of Democratic Services

- 4.3 Other officers can be invited to meetings to present reports relating to specific topics within their service area as requested by the Committee.
- 4.4 The Committee is requested to consider their work programme and advise the Head of Democratic Services of any changes required to the programme. The Committee is also requested to advise of any invitees that they wish to attend its meetings to support the items identified.

## **5. Effect upon Policy Framework& Procedure Rules**

- 5.1 There is no effect on the Policy Framework and Procedure Rules.

## **6. Equality Impact Assessment**

- 6.1 There are no equalities implications in respect of this report.

## **7. Financial Implications**

- 7.1 All activities described in this report will be met from existing budget provisions.

## **8. Recommendation**

- 8.1 It is recommended that the Democratic Services Committee
- considers the proposed Work Programme appended to this report

**GP JONES**  
**Head of Democratic Services**  
**10 Jan 2018**

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CF31 4WB

**Background documents** – None

PROPOSED WORK PROGRAMME

Meeting date	Item	Aim	Provided by	Additional Invitees
20 Mar 18	Review of the Functionality of Modern.gov	To identify opportunities to improve and develop the use of Modern.gov by Elected Members	<ul style="list-style-type: none"> <li>• Head of Democratic Services</li> </ul>	
20 Mar 18	Service Updates	<p>To receive a report on the performance of the services provided to Elected Members including:</p> <ul style="list-style-type: none"> <li>• ICT</li> <li>• Member Referrals</li> <li>• Member Development Programme</li> <li>• Annual Reports update</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Democratic Services</li> </ul>	
20 Mar 18	Update on Annual reports and PDR	To provide an update on the approval of Annual Reports and PDR	<ul style="list-style-type: none"> <li>• Head of Democratic Services</li> </ul>	
20 Mar 18	Forward Work Programme	To identify topics to consider at the next meeting of the Committee	<ul style="list-style-type: none"> <li>• Head of Democratic Services</li> </ul>	

Meeting date	Item	Aim	Provided by	Additional Invitees
TBC	Outcomes from the Review of ICT provision for Elected Members	To receive a report on the outcome of the Review of ICT provision for Elected Members to ensure the effectiveness of the equipment and the provision of training	<ul style="list-style-type: none"> <li>• Head of Democratic Services</li> <li>• Support and Digital Office Manager</li> </ul>	
TBC	Progress of Charter Submission	To receive a report to confirm that the Authority is on track for the achievement of the WLGA Charter for Member Support and Development	<ul style="list-style-type: none"> <li>• Head of Democratic Services</li> </ul>	
TBC	Service Updates	<p>To receive a report on the performance of the services provided to Elected Members including:</p> <ul style="list-style-type: none"> <li>• ICT</li> <li>• Member Referrals</li> <li>• Member Development Programme</li> <li>• Annual Reports update</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Democratic Services</li> </ul>	
TBC	Forward Work Programme		<ul style="list-style-type: none"> <li>• Head of Democratic Services</li> </ul>	