The Wales Charter for member Support and Development

The Criteria and Assessment Process

What is the Charter?

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

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

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

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

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

The Assessment Process

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

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

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

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

The Good Practice and Innovation Award for Member Support and Development

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

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

Applications for the Good Practice and Innovation Award
Should include:

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

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

3. **Evidence for (2) above**

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

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

Self-assessment frameworks are appended to this document.

Please inform the WLGA of your intention to apply by contacting:
Sarah Titcombe Policy and Improvement Officer (Democratic Services)
Email: sarah.titcombe@wlga.gov.uk Telephone: 02920468638

The Member Support & Development Charter Standard and Advanced Level Criteria

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

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

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

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

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

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

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

provided for member development.	member development activities. The authority provides the "reasonable level" of development required by the Measure.	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.	allocated according to the priorities in the strategy arising from organisational needs or those expressed by members in their PDRs and TNAs. Consideration has been given to sharing resources between authorities and (where a clear benefit exists) collaborative arrangements have been made.	
B8. Members are offered the opportunity to be mentored by member peers.	The authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.	The authority is speaking to members about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer "buddies" The authority should be exploring the need to provide Leadership mentoring for the Leader and Cabinet if requested.	The authority has a mentoring strategy to support the needs of members who have requested mentors.	
C. Member Support				
C1. Officer support is provided for member development, support and scrutiny.	Every member committee, panel, forum etc. has officer support provided. Members are also supported in their case work.	Officer support should be provided for every council meeting and committee. Systems should be in place to support members in non Party Political case and community	Members are satisfied with the level of support provided.	

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

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

		data protection and freedom of information.		
D. Member Facilities				
D1. All members are provided with adequate access to ICT.	▪ Members are provided with the equipment, or connectivity required to undertake their role. ▪ Basic training is provided in its use and help desk facilities are available. ▪ Members are supported in remote working through the use of remote access codes and Skype etc. ▪ Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented through the Measure). ▪ Members are able to communicate with the council and the public electronically.	Members are provided with equipment for their individual use to undertake council business. They are shown how to use the equipment and packages. They are able to have assistance if they are experiencing problems with using the equipment or it is faulty. Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role. All council agendas and meeting papers are provided electronically.	Members are routinely using the provisions required for level one and report that this is sufficient.	

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

A Self Assessment
Pro-forma for the Standard Level Charter

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

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

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

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

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

		The programme is provided to members giving sufficient notice for attendance. Members are notified of specific events in which they have expressed an interest. The programme is designed to offer choice or variety of opportunities to attend.		
B4. Prospective candidates, candidates and new members are informed of their role and responsibilities.	▪ The Council uses the national guidance and support materials available for candidates and prospective candidates. ▪ All new or returning members are provided with a programme of induction.	**What is the national Guidance?** This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available. **What constitutes an induction programme?** This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and		

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

the strategy and monitoring the out comes.	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.	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.		
B7. Resources are identified and provided for member development.	Dedicated resources are identified and provided for member development activities. The authority provides the "reasonable level" of development required by the Measure.	**How dedicated is dedicated?** Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities.		
B8. Members are offered the opportunity to be mentored by member peers.	The authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.	The authority is speaking to members about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer "buddies" The authority should be exploring the need to provide		

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

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

	reports, according to the guidance in the measure.			
C5. Personal support for members	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.		
D. Member Facilities				
D1. All members are provided with adequate access to ICT.	▪ Members are provided with the equipment, or connectivity required to undertake their role. ▪ Basic training is provided in its use and help desk facilities are available. ▪ Members are supported in remote working through the use of remote access codes and Skype etc. ▪ Members are provided with support to enable them to remotely attend meetings according to the standards set out in	Members are provided with equipment for their individual use to undertake council business. They are shown how to use the equipment and packages. They are able to have assistance if they are experiencing problems with using the equipment or it is faulty. Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.		

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

A Submission Pro-forma for the Advanced Level Charter

Appendix 2 – Submission Pro- forma Advanced Level

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

	• Ward Member, including community leadership and case work • Chair of Standards committee • Member of Standards Committee • Leader of the Opposition • Member Champion Guidance is provided to members on their role on outside bodies.	*Members in Collaboration* and ▪ The Model Role description for a Scrutiny Co optee Appendix A local Government (Wales) Measure 2011 **Outside Bodies** Where members are responsible for formally representing the authority or making decisions that could impact on the 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.	All members need to be undertaking their roles in accordance with their role descriptions evidenced by having individually developed and/or agreed their RD.	*The role descriptions are provided to members conducting PDRs and used with the authority's member development framework as the basis for PDR discussions.*	*PDR Guidance evidence ref B2.2* *Members confirmation that roles are undertaken to be discussed at site visit.*
2. Members are supported in	All members are provided with training	**What can be interpreted as**	Training is updated and delivered		

undertaking their duties according to high standards of conduct.	and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.	**training and development?** Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions.	regularly. Potential breaches are addressed internally, as set out in the Ombudsman's report concerning local resolution. There are few justifiable referrals to the Ombudsman because members do not understand the code.		
3. Members are supported in understanding their roles and responsibilities as set out in the Constitution.	All members have received training on and understand the contents of the constitution, including: • the roles, responsibilities and limits to the roles of committees • the role of individual members and officers • Member/officer protocols • meeting practice • standing orders • rules of debate	Training has been made available to all members and take up of this has been high. The constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants. Role descriptions may be in the constitution or as a separate document but should be formally adopted and valued.	The Constitution and related documents listed at level one change in line with requirements. Changes include governance arrangements due to the introduction of structures to support collaborative services.		

B. Member Development					
B1. A member learning and development strategy has been adopted.	A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes: • a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members.		All aspects of the strategy are in place and functioning effectively, with an effective methodology for monitoring and reviewing the strategy over time.		

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

	- contribute to personal development plans - are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance - are <u>made available</u> for all members and <u>must</u> be undertaken by members in a receipt of a senior/civic salary. **<u>Note</u>**, although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.	person their own requirements for training and development. This **should** include some examination of current duties as set out in the role descriptions listed above and **may** include some self or supported reflection on current performance as a starting point. The outcomes of the discussion **should** feed into a personal development plan held by the member with the required development activities and also be recorded by the authority so that development activities can be arranged to support every members needs. The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews	in the first level. The PDR provides opportunities for members to identify the level at which development is required. 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.		

		for Member' provides guidance in this area. Anyone conducting reviews should have received training in their purpose and methodology.			
B3. A development programme for councillors is in place with a mechanism for its annual review. **All councillors are made aware of, guided to and are able to access the development activities equally.**	An annual development programme informed by the member development strategy is in place • The annual development programme is planned and publicised in advance. • Members are made aware of development opportunities provided in response to their needs. The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or	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 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 levelling to development activities.		

	have child care responsibilities.	The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas. The programme is provided to members giving sufficient notice for attendance. Members are notified of specific events in which they have expressed an interest. The programme is designed to offer choice or variety of opportunities to attend.			
B4. Prospective candidates, candidates and new members are informed of their role and responsibilities.	▪ The Council uses the national guidance and support materials available for candidates and prospective candidates.	**What is the national Guidance?** This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to	Use is/planned or made of the national questionnaire to inform the development of candidates information for the next elections • The candidates profile is		

	▪ All new or returning members are provided with a programme of induction.	stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available. **What constitutes an induction programme?** This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and outside the council and the work of the authority generally. Use is made of the national induction materials provided by the WLGA.	measured in the national questionnaire and steps are taken or planned to inform groups or individuals who are not standing in the next elections. • Local information is provided to candidates in addition to that available nationally. **Every** member moving to a new role has received an induction for that role. Notable practice might include road shows, media/social media campaigns. Website/printed promotional material.		
B5. Development activities are relevant and of high quality.	Learning activities are provided in appropriate styles and settings based on the learning needs and styles of individuals	**What are appropriate styles and settings?** A mix of for example formal/informal group/individual,	Training and development is provided to a consistently high standard, commissioning and		

	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.	interactive/passive working environment/away day The authority would need to demonstrate an effective selection process for commissioning training. This might include working with the WLGA and should include working collaboratively where appropriate with other authorities to share intelligence or undertake joint procurement. Internal training, (rather than briefing) should be designed and provided with the support of training/OD professionals in addition to member support or policy/service officers.	evaluation is effective and systematic. The authority works regularly with other authorities to pool experiences and consider the sharing or coordination of joint programmes.		
B6. There is a clear responsibility for leading the programme, driving the strategy and monitoring the out comes.	The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for member support and development.	This role should be undertaken by the Democratic Services Committee and its chair or other appropriate fora such as a member support and development	These arrangements are mature and effective in representing the views of all members and the needs of the organisation in sponsoring and		

	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.	working group. Individual member(s) and officer(s) have clear overall responsibility for developing, implementing and monitoring the strategy and progress of the programme.	developing the strategy and monitoring the training programme and outcomes. Attendance, satisfaction and outcomes for members are monitored and low levels of attendance addressed.		
B7. Resources are identified and provided for member development.	Dedicated resources are identified and provided for member development activities. The authority provides the "reasonable level" of development required by the Measure.	**How dedicated is dedicated?** Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e. learning, induction activities. Resources should also include staff time, shared where possible between authorities.	Resources, whether people or money, are allocated according to the priorities in the strategy arising from organisational needs or those expressed by members in their PDRs and TNAs. Consideration has been given to sharing resources between authorities and (where a clear benefit exists) collaborative arrangements have been made.		
B8. Members are offered the	The authority is exploring the needs of	The authority is speaking to members	The authority has a mentoring strategy to		

opportunity to be mentored by member peers.	members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.	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.	support the needs of members who have requested mentors.		
C. Member Support					
C1. Officer support is provided for member development, support and scrutiny.	Every member committee, panel, forum etc. has officer support provided. Members are also supported in their case work. Overview and scrutiny committees have dedicated support from officers who can provide impartial research, support and advice. The nature of the support has been clearly articulated to members	Officer support should be provided for every council meeting and committee. Systems should be in place to support members in non Party Political case and community work whether from member support or other service areas. Support for collaborative governance arrangements such as joint committees and commissioning boards should also be evidenced.	Members are satisfied with the level of support provided.		

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

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

	publish annual reports, according to the guidance in the measure.	guidance on using the authority's systems.			
C5. Personal support for members	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.	Members report that this information and advice is adequate.		
D. Member Facilities					
D1. All members are provided with adequate access to ICT.	▪ Members are provided with the equipment, or connectivity required to undertake their role. ▪ Basic training is provided in its use and help desk	Members are provided with equipment for their individual use to undertake council business. They are shown how to use the equipment and packages. They are able to have assistance if they are experiencing problems	Members are routinely using the provisions required for level one and report that this is sufficient.		

	facilities are available. ▪ Members are supported in remote working through the use of remote access codes and Skype etc. ▪ Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented through the Measure). ▪ Members are able to communicate with the council and the public electronically.	with using the equipment or it is faulty. Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role. All council agendas and meeting papers are provided electronically.			

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