

The Wales Charter for member Support and Development

The Criteria and Assessment Process





What is the Charter?

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

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

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

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

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

The Assessment Process

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

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

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

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

The Good Practice and Innovation Award for Member Support and Development

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

Criteria for the Award

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

Applications for the Good Practice and Innovation Award

Should include:

- **1. A short written description** of the activity, including:
- What is being done
- How it is being done including how members have been engaged in the process
- Why it was introduced links to personal or organisational development or the needs expressed by members for support.
- **2.** A description of the impact on or outcomes for members as a result of the activity. This should include quantifiable results and qualitative evidence from the authority and members.
- 3. Evidence for (2) above

Assessment

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

Practice exchange

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

Self-assessment frameworks are appended to this document.

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

Sarah Titcombe Policy and Improvement Officer (Democratic Services)

Email: 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 Co-optees Chairs of statutory committees Chairs of area committees Chair of the Audit Committee Members of Audit Committee Member of Democratic Services Member of Democratic Services Ward Member, including community leadership and case work Chair of Standards committee Member of Standards committee Member of Standards Committee 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.

B. Member Development	 meeting practice standing orders rules of debate 	document but should be formally adopted and valued.		
B1. A member learning and development strategy has been adopted.	A local member development strategy is in place. The strategy sets out the approach that the authority and the Democratic Services Committee takes to member development. It includes: • a commitment to and methodology for undertaking development needs analyses through a PDR scheme or TNA for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members. • a commitment to and methodology for developing members according to the needs of the organisation. • a commitment to and methodology for creating personal development plans for all members.		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	Personal support and	What is a PDR?	The majority of members	The outcomes effectively
are in place for <u>all</u>	development reviews which	An opportunity for a member to	undertake PDRs regularly	and regularly inform the
members to be	are:	discuss with any senior member	and at least annually	member development
offered a PDR.	based on role	or other suitably qualified person	according to the	strategy and programme.
	descriptions	their own requirements for	requirements set out in	Members report that the
	contribute to personal	training and development.	the first level. The PDR	process is useful and that
	development plans are conducted by	This should include some	provides opportunities for members to identify	their needs are, where possible, being met in terms
	senior members or	examination of current duties as	the level at which	of content and level.
	other deemed suitably	set out in the role descriptions	development is required.	or content and level.
	qualified as set out in	listed above and may include	acvelopiniene is required.	
	the Measure guidance	some self or supported reflection		
	are made available for	on current performance as a		
	all members and must	starting point. The outcomes of		
	be undertaken by	the discussion should feed into		
	members in a receipt	a personal development plan		
	of a senior/civic salary.	held by the member with the		
		required development activities		
	Note , although the measure	and also be recorded by the		
	does not require the leader to undertake a review, the	authority so that development activities can be arranged to		
	Charter does. The Charter	support every members needs.		
	requires that all members in	Support every members needs.		
	receipt of a senior salary	The WLGA document 'Guidance		
	undertake this. The Measure is	for Authorities Planning to		
	voluntary but for all members.	Implement Personal		
		Development Reviews for		
		Member' provides guidance in		
		this area.		

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		Anyone conducting reviews should have received training in		
		their purpose and methodology.		
B3. A development	An annual development	There is an annual programme	The development	
programme for	programme informed by the	of events and learning	programme is updated	
councillors is in place	member development strategy	opportunities for members both	every year following	
with a mechanism for	is in place	collectively and individually. This	monitoring and	
its annual review.		programme is informed by the	evaluation of the	
	 The annual 	organisational priorities set out	previous year and is	
All councillors are	development	in the strategy and in any	demonstrably in line with	
made aware of,	programme is planned	requirements identified in the	member needs and the	
guided to and are	and publicised in	personal development plans	MD strategy.	
able to access the	advance.	which emerge from PDRs and	The content of the	
development	 Members are made 	TNAs. The programme should	programme is made	
activities equally.	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.	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.	available to suit the needs of members with different skills and experience. i.e there is some levelling to development activities.	

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. 	The programme is designed to offer choice or variety of opportunities to attend. What is the national Guidance? This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available. What constitutes an induction programme? This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and outside the council and the work	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	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	

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		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	Systems are in place to enable	These systems should include	The systems required for	
management and	members to liaise with council	agreed standards for response	level one are working	
communication	officers regarding services	times, complaints procedures	effectively. Members can	
	provided both within and	and processes to support	effectively access officers	
	outside the authority.	community and casework.	regarding service	
	Community groups and	Members should be provided	delivery and individuals	
	individuals are also assisted in	with information regarding	and communities can	
	contacting local members.	which officers to contact	access members.	
	Members are able to contact	regarding complaints and		
	stakeholders.	casework relating to any service		
		delivered by or on behalf of the council.		
C4. Annual reports	The authority makes	Members are provided with	Members in receipt of a	
	arrangements for all members	support and guidance on using	Senior/Civic Salary	
	to be able to publish annual	the authority's systems.	publish annual reports.	
	reports, according to the		·	
	guidance in the measure.			
C5. Personal support	Members are provided with	Members are provided with	Members report that this	
for members	access to guidance on their	general advice on what might be	information and advice is	
	rights and benefits as	described as 'employment' rights	adequate.	
	members.	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 	Members are provided with equipment for their individual use to undertake council business. They are shown how to use the	Members are routinely using the provisions required for level one and report that this is sufficient.	
	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.	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		
	 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. 	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.	

A Self Assessment Pro-forma for the Standard Level Charter

A. Member Roles and Responsibilities	Charter Requirement	Charter Expansion and Clarification	Description of authority approach and actions	References to supporting evidence enclosed
1. Members are supported with role descriptions.	Role descriptions are adopted for the: Leader Deputy Leader Cabinet Members Scrutiny members Scrutiny Co-optees Chairs of statutory committees Chairs of area committees Chair of the Audit Committee Members of Audit Committee Member of Democratic Services Member of Democratic Services Ward Member, including community leadership and case work Chair of Standards committee Member of Standards committee Member of Standards Committee Member of 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	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

2. Members are supported in undertaking their duties according to high standards of conduct.	Guidance is provided to members on their role on outside bodies. All members are provided with training and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.	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. 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 weithers guidance.	
		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:		
	methodology for creating personal		

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

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

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B4. Prospective candidates and	■ The Council uses the national guidance and	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. What is the national Guidance?		
new members are	support materials	This refers to the materials		
informed of their role and responsibilities.	available for candidates and prospective	provided by the Association and others, to people in the		
	candidates.	community (not just those who have decided to stand) to		
	 All new or returning 	encourage them to stand for		
	members are provided with a programme of	office and to those who have already declared their		
	induction.	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		

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.	outside the council and the work of the authority generally. Use is made of the national induction materials provided by the WLGA. What are appropriate styles 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	

	1	T	I	I
		Leadership mentoring for the		
		Leader and Cabinet if		
		requested.		
C. Member Support				
C1. Officer support is	Every member committee,	Officer support should be		
provided for member	panel, forum etc. has officer	provided for every council		
development, support and	support provided. Members	meeting and committee.		
scrutiny.	are also supported in their			
_	case work.	Systems should be in place to		
		support members in non Party		
	Overview and scrutiny	Political case and community		
	committees have dedicated	work whether from member		
	support from officers who can	support or other service areas.		
	provide impartial research,	Support for collaborative		
	support and advice.	governance arrangements		
	Support and davice.	such as joint committees and		
	The nature of the support has	commissioning boards should		
	been clearly articulated to	also be evidenced.		
	members	diso be evidenced.		
	Incliners	There needs to be a resource		
		(dedicated or otherwise) in the		
		authority who can provide		
		members with advice in		
		relation to the discharge of the		
		authority's scrutiny function,		
		and support for scrutiny		
		members or committees by		
		impartially researching		
		information. This should be in		
		direct response to the needs		
		of members when they are		
		undertaking their legitimate		
		scrutiny role.		
C2. Arrangements made	A review of the arrangements	Authorities should have		
for the business of the	for council business has taken	undertaken a review in line		

Council and flouible and	where and as a manula we settle a	with Massure suidence is at	
Council are flexible and	place and as a result, meeting	with Measure guidance i.e at	
enable members to	times, arrangements and	least once every term,	
participate fully regardless	venues reflect the needs of	preferably shortly after the	
of personal circumstances	members as closely as	new council is elected which at	
	possible.	least measures whether	
		daytime or evenings are	
	Members have been involved	preferred and if particular	
	in developing the approaches	times cause problems for	
	to remote attendance as set	individual members. Individual	
	out in the standing orders	committees should be able to	
	as/when required by the	define what is convenient for	
	Measure.	members of that committee.	
		What should be demonstrated	
		is an awareness of the	
		restrictions placed on	
		members by holding council	
		meetings at certain times and	
		some evidence of flexibility in	
		meeting arrangements as a	
		result.	
		1.553.11	
C3. Contact management	Systems are in place to enable	These systems should include	
and communication	members to liaise with council	agreed standards for response	
	officers regarding services	times, complaints procedures	
	provided both within and	and processes to support	
	outside the authority.	community and casework.	
	Community groups and	Members should be provided	
	individuals are also assisted in	with information regarding	
	contacting local members.	which officers to contact	
	Members are able to contact	regarding complaints and	
	stakeholders.	casework relating to any	
	Start folders.	service delivered by or on	
		behalf of the council.	
C4 Appual reports	The authority makes		
C4. Annual reports	The authority makes	Members are provided with	
	arrangements for all members	support and guidance on using	
	to be able to publish annual	the authority's systems.	

C5. Personal support for members	reports, according to the guidance in the measure. 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 	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	
	attend meetings according to the standards set out in	fora and communities of practice such as is required to undertake their role.	

	the standing arders		
	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 Cooptees 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.	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 Members on outside bodies. Guidance is provided to members on outside bodies. Guidance is provided to members on outside bodies. Guidance is provided with a role description. In all instances members should be provided with a role description. In all instances members should be provided with guidance on their role on the outside bodies. All members need to be undertaking their roles in accordance with their role in a case work. A local Government (Wales) Measure 2011 Outside Bodies Where members are responsible for formally representing 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 bodies. 2. Members are All members are All members need to undertaking their roles in accordance with their role in a case work as the basis for PDR discussions. A local Government (Wales) Measure 2011 Outside Bodies Where members are responsible for formally representing the authority or have legal obligations as - for example trustees of an organisation, they should be provided with guidance on their role on the outside bodies. Training is updated
supported in provided with training interpreted as and delivered

undertaking their duties according to high standards of conduct.	and development in the detail of the local code of conduct, taking into account any changes in the model or local codes as they emerge.	training and development? Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A 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/office r 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</u>
 available for all
 members and
 must be
 undertaken by
 members in a
 receipt of a
 senior/civic
 salary.

Note, although the measure does not require the leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.

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.

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	for Member' provides guidance in this area. Anyone conducting reviews should have received training in their purpose and methodology. 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 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	
made aware of, guided to and are able to access the development	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	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	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	
	are varied to enable equal access by all, including those members who are working, are carers or	Champion, DS/HR officers and directors/service heads.		

	have child care	The programme		
		The programme		
	responsibilities.	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.		
		Tor attendance.		
		Mambara are natified		
		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	 The Council 	What is the national	Use is/planned or	
candidates,	uses the	Guidance?	made of the national	
candidates and new	national	This refers to the	questionnaire to	
members are	guidance and	materials provided by	inform the	
informed of their	support	the Association and	development of	
role and	materials	others, to people in	candidates information	
responsibilities.	available for	the community (not	for the next elections	
•	candidates and	just those who have		
	prospective	decided to stand) to	The candidates	
	candidates.	encourage them to	profile is	
	carialaaces.	checarage them to	proffic is	

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

				1	
	and committees. The	interactive/passive	evaluation is effective		
	authority has a	working	and systematic.		
	systematic and	environment/away day			
	effective approach to	The authority would	The authority works		
	commissioning,	need to demonstrate	regularly with other		
	developing, providing	an effective selection	authorities to pool		
	and evaluating its	process for	experiences and		
	training and	commissioning	consider the sharing		
	development activities.	training. This might	or coordination of joint		
	This could include	include working with	programmes.		
	internal, external and	the WLGA and should	' 3		
	collaborative	include working			
	arrangements.	collaboratively where			
		appropriate with other			
		authorities to share			
		intelligence or			
		undertake joint			
		procurement.			
		procurement.			
		Internal training,			
		(rather than briefing)			
		should be designed			
		and provided with the			
		support of training/OD			
		professionals in			
		addition to member			
		support or			
B6. There is a clear	The Authority has	policy/service officers. This role should be	Those arrangements		
	The Authority has		These arrangements		
responsibility for	clearly defined the	undertaken by the	are mature and		
leading the	arrangements for	Democratic Services	effective in		
programme, driving	developing,	Committee and its	representing the views		
the strategy and	implementing and	chair or other	of all members and		
monitoring the out	monitoring its strategy	appropriate fora such	the needs of the		
comes.	for member support	as a member support	organisation in		
	and development.	and development	sponsoring and		

	Individual members 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.	

	1	I		
C2. Arrangements	A review of the	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. Authorities should	The authority can	
made for the	arrangements for	have undertaken a	demonstrate that it	
business of the	council business has	review in line with	knows the	
Council are flexible	taken place and as a	Measure guidance i.e	requirements of its	
and enable	result, meeting times,	at least once every	current members and	
members to	arrangements and	term, preferably	has met them.	
participate fully	venues reflect the	shortly after the new		
regardless of	needs of members as	council is elected which at least	i.e meetings are	
personal circumstances	closely as possible.	measures whether	arranged to suit the convenience of the	
Cir Cullistalices	Members have been	daytime or evenings	majority of members	
	involved in developing	are preferred and if	expected to attend the	
	the approaches to	particular times cause	meeting. Special	
	remote attendance as	problems for individual	arrangements are	
	set out in the standing	members. Individual	made for those	
	orders as/when	committees should be	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. 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	Members are provided with support and	Members in receipt of a Senior/Civic Salary publish annual reports.	

C5. Personal support for members	publish annual reports, according to the guidance in the measure. Members are provided with access to guidance on their rights and benefits as members.	guidance on using the authority's systems. 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	with using the
available.	equipment or it is
	faulty.
 Members are 	
supported in	Members are advised
remote	on the use of mobile
	communications and
working	
through the	digital and social
use of remote	
access codes	access to relevant
and Skype etc	
	discussion fora and
Members are	communities of
provided with	practice such as is
support to	required to undertake
enable them t	
remotely	
attend	All council agendas
meetings	and meeting papers
according to	are provided
the standards	electronically.
set out in the	electronically.
standing orde	5
(when	
implemented	
through the	
Measure).	
Members are	
able to	
communicate	
with the	
council and th	e
public	
electronically.	
Ciccu offically.	

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.	