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Date: 20th September 2018

Dear Sir/Madam,

A meeting of the **Democratic Services Committee** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Wednesday, 26th September, 2018** at **5.00 pm** to consider the matters contained in the following agenda. Councillors and the public wishing to speak on any item can do so by making a request to the Chair. You are also welcome to use Welsh at the meeting, both these requests require a minimum notice period of 3 working days, and a simultaneous translation will be provided if requested.

All Committee meetings are open to the Press and Public, observers and participants are asked to conduct themselves with respect and consideration for others. Please note that failure to do so will result in you being asked to leave the meetings and you may be escorted from the premises.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Chrissy'.

Christina Harrhy
INTERIM CHIEF EXECUTIVE

AGENDA

- 1 To receive apologies for absence.
- 2 Declarations of Interest.

Pages

Councillors and Officers are reminded of their personal responsibility to declare any personal

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and/or prejudicial interest(s) in respect of any item of business on this agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers.

To approve and sign the following minutes: -

3 Democratic Services Committee held on 23rd July 2018. 1 - 6

To receive and consider the following report(s): -

4 Review of Member Training 2014 - 2018. 7 - 20

5 I.T. Support for Councillors - Presentation.

6 To receive and note the following information items: -
There are no information items to be considered.

Circulation:

Councillors C. Andrews, P.J. Bevan, D. Cushing, W. David, D.T. Davies, Mrs C. Forehead, A. Hussey, L. Jeremiah, G. Kirby (Vice Chair), C.P. Mann (Chair), Mrs G.D. Oliver, Mrs M.E. Sargent, G. Simmonds, C. Thomas, R. Whiting and W. Williams,

And Appropriate Officers

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DEMOCRATIC SERVICES COMMITTEE

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH
ON MONDAY 23RD JULY 2018 AT 5:00PM

PRESENT:

Councillor C.P. Mann - Chair
Councillor G. Kirby - Vice-Chair

Councillors:

C. Andrews, P.J. Bevan, D.T. Davies, A. Hussey, L. Jeremiah, Mrs G. D. Oliver,
Mrs M.E. Sargent, G. Simmonds, C. Thomas and R. Whiting

Together with:

C. Forbes-Thompson (Interim Head of Democratic Services), Lisa Lane (Interim Monitoring Officer), Jackie Davies (Business Development Officer), Kim Houghton (Committee Services Officer).

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors D. Cushing, W. David, Mrs C. Forehead and W. Williams.

2. DECLARATIONS OF INTEREST

There were no declarations of interest made at the beginning or during the course of the meeting.

3. MINUTES

It was moved and seconded that the minutes of the meeting held on the 12th April 2018 be agreed as a correct record and by a show of hands this was unanimously agreed.

RESOLVED that the minutes of the Democratic Services Committee held on the 12th April 2018 (Minute No. 1 – 6) be approved and signed as a correct record.

4. TO RECEIVE AND NOTE THE FOLLOWING INFORMATION ITEMS

There were no information items to be considered.

REPORTS OF OFFICERS

5. REVIEW OF COMMUNITY COUNCIL BOUNDARIES AND ELECTORAL ARRANGEMENTS

The Interim Monitoring Officer presented the report which sought the Committee's consideration as to whether the Council should undertake a formal review of its communities in accordance with Section 22 of the Local Government (Democracy) (Wales) Act 2013 and to make a recommendation to Council.

It was highlighted that the Council has a duty to monitor community boundaries and community council electoral arrangements and if it feels it is necessary to carry out a formal review.

Members were referred to sections 4.4, 4.5 and 4.6 of the report which outlines the processes and considerations that would be required, to carry out a review particularly in respect to the Local Government Boundary Commission for Wales' timetable for conducting reviews. The Commission is currently reviewing principal areas in Wales, with the Caerphilly review scheduled for 2019. In addition, a Commission is reviewing the town and community sector as a whole and will be reporting to Welsh Government this summer and making recommendations in the autumn. At the preference of the Local Government Boundary Commission for Wales and to tie in with the recommendations as a result of the town and community sector review being brought forward by Welsh Government, it was proposed that a Council review take place after the aforementioned commission reviews are concluded.

The Chair thanked the Officer for their report and Members comments were welcomed.

Members discussed Community Council membership specifically in regards to Community Councillor attendance at meetings and the effectiveness of some council's when their membership was full but engagement from their members was low. It was queried as to the extent residents have a say in whether a Community Council should be dissolved. It was clarified that there are existing provisions available to local communities in this regard. Consensus was that Community Councils should be encouraged wherever possible.

Members highlighted the need to address the various boundary anomalies that exist across wards for example one street that is divided between two wards. It was felt that a Council review along with the others being undertaken would be a good opportunity to address these anomalies.

Following consideration, it was moved and seconded that the recommendations in the Officer's report be recommended to Council for approval and by a show of hands this was unanimously agreed.

RECOMMENDED that:-

- (i) The content of the report be noted.
- (ii) It be recommended to Council that a full community review of this Council's arrangements be carried out following the conclusion of the Commission's review of Community Councils which would likely be following the next local elections scheduled in 2022.

6. ANNUAL REPORT FOR DEMOCRATIC SERVICES

The Interim Head of Democratic Services presented the Committee with the Annual Report of the Head of Democratic Services which included details of the current and planned services and support provided to Elected Members.

The Interim Head of Democratic Services drew the Committees attention to a number of key areas, identified in the report, that are supported by the Democratic Services Team. This included the team's success in administering 210 Committee meetings in 2017/18, implementing and maintaining the Welsh Language Standards for public meetings, supporting the election of Councillor M. Evans as Caerphilly Youth Champion, delivering a comprehensive induction programme to new Members, supporting the Council's 5 Scrutiny Committees, continuing to support the Mayor and Deputy Mayor in carrying out their civic duties, assisting in the production of Member's Annual Reports and implementing and operating webcasting for all Full Council meetings.

The Officer briefly outlined the development of IT provisions for members and in particular newly elected members. During 2018/19 it is proposed that a review will be undertaken of the equipment provided to members with the aim to encourage paperless working.

It was highlighted that the Democratic Services Team has had a challenging year following the local government elections in May 2017, with implementing Member changes and delivering a comprehensive induction programme. Staff shortages has resulted in additional pressures on the team however core business was fully supported and properly carried out. These shortages have impacted on Member Development and Training resulting in a delay in delivering the training programme for 2018/20 and the Member Development Strategy. The team is now fully staffed so the pressures on the team should now begin to reduce.

The Chair thanked the Officer for their report and Members comments were welcomed.

Members queried as to why there were two 'temporary' positions on the Democratic Services Team and why the team were positioned on a different floor from the main Member accommodation. The committee were advised that the team structure will be taken into consideration by the new Head of Service who is due to start in August, and the comments with regard to location of staff would be fed back

Members discussed notifications for upcoming training sessions. It was requested that a weekly timetable be sent to all members detailing dates, times and locations for training sessions, seminars and workshops. It was also suggested that other meetings which take place but not appear on the Committee timetable, also be included. The Officer stated that several options for disseminating training information are being considered. However Members were advised that only public meetings can appear on the committee timetable.

Members asked that their thanks and appreciation to the Democratic Services team for their hard work, particularly in a challenging year, be formally noted.

Following consideration, it was moved and seconded that the recommendations in the Officer's report be approved and by a show of hands unanimously agreed.

RESOLVED that:-

- (i) The content of the report be noted.
- (ii) The comments of the Committee about support for 2017/2018 be considered by the Interim Head of Democratic Services

7. MEMBER SUPPORT AND DEVELOPMENT

The Business Development Officer presented the report which updated the Committee on the training programme developed using data from the Training Needs Analysis (TNA) previously completed by Members and sought approval of the Members Support and Development Programme 2018/20.

The Members Support and Development Programme comprises of 12 topics covering the majority of subjects highlighted in the TNA and is scheduled to commence in September 2018. All sessions will commence at 5pm on the day of the training except for training on 'Holding Effective Pre-Meetings' as this session will offer to sessions, one at 2pm and one at 5pm.

The Programme also includes e-learning options, in the form of online training modules with a variety of topics available.

The Officer noted that this programme runs separately to the Members Annual, Recommended and Mandatory Training Programme as well as Member Seminars, which will continue to be organised as and when necessary.

The Chair thanked the Officer for their report and Members comments were welcomed.

A Member requested that training around Mindfulness be considered as a future potential training topic. The Committee were advised that this has not been previously requested but can be looked into and Members were advised of the CareFirst helpline which is provided to Council employees and all Members.

In relation to the training sessions on the 'Importance of Questioning Skills', a Member raised concerns with regards to the quality of the answers provided to Members when questions are posed. It was felt that this was not relevant to the item under discussion and the Interim Monitoring Officer asked the Member to raise their concerns directly with her.

Following consideration it was moved and seconded that the recommendation in the Officer's report be approved and by a show of hands this was unanimously agreed.

RESOLVED that the Members Support and Development Programme 2018/20 be approved.

8. INDEPENDENT REMUNERATION PANEL – REPORT ON THE OUTCOME OF THE PANEL'S VISITS TO WELSH PRINCIPAL COUNCILS 2017

The Interim Head of Democratic Services presented the report which detailed the outcome of the Independent Remuneration Panel for Wales' visits to Principal Councils in 2017.

The Officer drew the Committee's attention to 4.1 of the report which outlines the Independent Remuneration Panel for Wales' main findings following their visits to 22 principal councils during 2017. The Committee were asked to provide comments that could be passed to the Independent Remuneration Panel for Wales.

The Chair thanked the Officer for their report and Members comments were welcomed.

It was discussed that it is difficult at a time of increasing local authority cuts to increase remuneration by a significant amount.

Members asked what a senior member position quantifies as, in working hours. Officers stated that the Independent Remuneration Panel has quantified that a senior salary holders is the equivalent of 3 full working days.

Reference was made to the inequity of treatment when a local authority member loses their seats or stand down compared to Members of Parliament or Members of the National Assembly.

Following consideration it was moved and seconded that the recommendation in the Officer's report be approved and by a show of hands this was unanimously agreed.

RESOLVED that the comments of the Democratic Services Committee on the Panel's report are considered by the Independent Remuneration Panel for Wales.

The meeting closed at 17:48pm

Approved as a correct record subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 26th September 2018 they were signed by the Chair

CHAIR

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DEMOCRATIC SERVICES COMMITTEE – 26TH SEPTEMBER 2018

SUBJECT: REVIEW OF MEMBER TRAINING 2014 - 2018

REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To provide Members with a review of the Member Training and Support Programme for the period 2014 to 2018 which was introduced to further strengthen the Council's corporate governance through the implementation of a range of Members' training and support sessions.

2. SUMMARY

- 2.1 On the 22nd April 2014 Council agreed a detailed programme of Members support and development training opportunities. This report will provide an overview to Members on the outcome of the training and support programme for the period 2017 to 2018 and asks for initial views on how this could be improved going forward.

3. LINKS TO STRATEGY

- 3.1 Member training and support agreed in April 2014 is the key initiative in discharging the Council's responsibility and commitment to maintain the Wales Charter for Member Development and carrying out its statutory duty under the Local Government (Wales) Measure 2011 requirements. Most importantly, it supports Members to carry out their roles effectively.

The Member training and support programme contributes to all seven of the Wellbeing Goals in the Well-being of Future Generations Act (Wales) 2015 as it seeks to support and develop the Councillor role in a role where they will be called on to make recommendations and decisions that will impact on future generations.

- *A prosperous Wales**
- *A resilient Wales**
- *A healthier Wales**
- *A more equal Wales**
- *A Wales of cohesive communities**
- *A Wales of vibrant culture and thriving Welsh language**
- *A globally responsible Wales**

4. THE REPORT

- 4.1 The Council has long since recognised the importance of supporting Members' many and varied roles with a programme of targeted training and development. Indeed, the Council was the first in Wales to be awarded the WLGA's Wales Charter for Member Support and Development in 2007, which was renewed in 2014 and Council has agreed to seek renewal in 2018.

The Training and Development Programme

- 4.2 On the 22nd April 2014 Council agreed a detailed programme of Members support and development training opportunities.
- 4.3 Based on the recommendations contained in that report, a framework of training and development was scheduled to follow three distinct categories namely Mandatory, Recommended and Requested.
- 4.4 Mandatory Training is recognised as essential and is associated with Members' statutory responsibilities and regulatory committee membership. Recommended Training is recognised as important but not essential and includes the Annual Refresher and 6 Monthly Update sessions and Requested Training which is based on the needs identified by Members themselves as part of their training needs analysis or personal development review.
- 4.5 Democratic Services Committee has received regular reports on the progress, activity, attendance and feedback on the training provided since 2014. This report seeks to provide a review of the previous 18 months of training activity and asks for initial views on how this could be improved going forward.

Training Provided From May 2017

- 4.6 The main focus of training activity following the Local Government Election in May 2017 was the comprehensive Member Induction Programme. This programme was considered by Democratic Services Committee on 17th November 2016. This training included the following elements:

Presentation and Exhibition (Market Place) 'Your Council'

- 4.7 The programme commenced with a 'Market Place' exhibition was held in the Atrium and Glass Restaurant area of Penallta House. The exhibition provided Members with the opportunity to find out more about the Council's services and meet Senior Officers as well as other Councillors. Heads of Service were in attendance and provided Members with useful information on their service area. The exhibition also incorporated a formal presentation by the Chief Executive and Corporate Directors in the council chamber.

Mandatory Induction

- 4.8 The Mandatory Induction seminars presented were considered to be essential and encompass Members' statutory responsibilities and regulatory committee membership. These seminars included Code of Conduct and Governance Arrangements (including webcasting and the use of the chamber microphone system), Information Governance and Data Protection, Licensing and Planning were delivered before the full committee cycle began. The attendance for these sessions is detailed below:

Mandatory Training	Attendance (required)	Percentage
Code of Conduct (all Cllrs)	73 (73)	100%
Data Protection (all Cllrs)	65 (73)	89%
Licensing (committee)	18 (15)	100%
Planning (committee)	23 (19)	100%
Standards (committee)	7 (7)	100%
Audit (committee)	13 (13)	100%

Note: the figure in brackets represent the mandatory figures, newly elected members were invited to attend in addition to the committee.

Other Mandatory Training

- 4.9 During 2017 and 2018 Members were required to complete a mandatory e-learning training course on Violence Against Women, Domestic Abuse and Sexual Violence. The Violence against Women, Domestic Abuse & Sexual Violence (Wales) 2015 Act was passed in April 2015 and aimed to improve the public sector response by providing the strategic focus to improve the arrangements for the prevention, protection and support for individuals affected by such violence and abuse. Elected members were identified as key to strengthening leadership and management support on this issue. Members were able to complete this course at home or were offered support to complete the course at Penallta House, and 71 members fully completed the course.

Recommended Induction

- 4.10 The Recommended Induction seminars presented during the Induction, although considered to be important, they were not essential and included Smart and Safe Working Practices, which looked at Social Media and managing an on-line presence and hints and tips on working safely in the community; Introduction to Finance which explained where the Council gets its funding and help Members to understand financial terminology, budget setting and medium term financial planning. A seminar on 'Decisions for Future Generations' gave Councillors an opportunity to understand the aims of the Wellbeing of Future Generations Act. Finally Gwent Police provided a seminar on their priorities. The attendance for these sessions is detailed below:

Recommended Training	Attendance	Percentage
Smart and Safe Working Practices	19	26%
Introduction to Finance	29	40%
Decisions for Future Generations	19	26%
Gwent Police Priorities	26	36%

- 4.11 The Recommended Induction programme also included a series of 'Introduction To' training sessions, where each Committee, Sub-Committee and Panel had a 30 minute introductory session prior to its first meeting. All new Councillors, along with the committee membership, were encouraged to attend these sessions which explained the terms of reference for that committee, introduced them to the Officers they were likely to see on a regularly basis and took them through any decision making considerations or appeal processes if applicable. Newly elected Members were encouraged to attend and observe the full meeting as an induction activity.

Additional Recommended Member Training

- 4.12 Following the Member Induction programme there was additional training provided throughout the year made up of programmed Annual Training, Ad-Hoc requested training and Seminars.
- 4.13 In the latter part of 2017 Members were invited to planning related training on Affordable Housing and the 5 year Housing Supply with 18 and 19 Members attending respectively. Then in 2018 the following recommended training was provided:

Recommended Training	Attendance
Effective Governance - Call in	33
Unconscious Gender Bias in Decision Making (Planning & Licensing Committee)	10
Pre-determination (Planning & Licensing Committees)	10
Planning - Policy & Technical Advice Notes	12
Unconscious Gender Bias in Decision Making (Cabinet & Chairs)	12

Seminars

- 4.14 The following seminars have been organised for all Members during 2017/18 and the following table gives a breakdown of attendance:

Seminar	Attendance	Percentage
MTFP (September 2017)	44	60%
Treasury Management	34	47%
MTFP (January 2018)	31	41%
Aneurin Bevan University Health Board	15	21%
21 st Century Schools	20	27%
Civil Parking Enforcement	33	45%
Sport and Leisure Strategy	23	32%
Universal Credit	17	23%

Review of Training

- 4.15 As stated above the training provision for elected members has been based on the report agreed at Council in April 2014. The training on offer has been comprehensive and flexible to respond to the changing needs of members and the organisation. However this may be the time to review the provision in terms of what will be mandatory and recommended. The requested provision is already in the Member Development Programme 2018 -2020 and agreed at Democratic Services Committee on 23rd July 2018.
- 4.16 Members are therefore asked to provide their views on the following in terms of appropriateness, and suggest improvements to the training offered in future.

Mandatory Induction	Frequency
Code of Conduct	Once per council term following Local Government elections and provided to any newly elected Members
The Council's Constitution	
Electronic Voting and Webcasting	
Information Governance	
Data Protection	
Mandatory Audit, Regulatory and Personnel Committee Training	Members serving on these committees receive mandatory training at least twice per Council term. Membership of these committees is dependent on Members undertaking the mandatory training. Should a Member fail to undertake any mandatory training, their membership will automatically cease. However Democratic Services will endeavour to arrange further session where Members are unable to attend for legitimate reasons.
Licensing (committee)	
Planning (committee)	
Standards (committee)	
Audit (committee)	
Rights of Way Cabinet Committee	
Pension and Compensation Committee	
Appointments and Appeals	
Investigating and Disciplinary Committee	
Recommended Induction Training All Members	Delivered following Local Government Elections, assist Members understand their role as a local representative, effective committee member and political leader.
Recommended Training Cabinet, All Committees Sub-Committees and Panels, Chairs and Members Has included; <ul style="list-style-type: none"> • Chairing Skills • Role and Responsibilities of Cabinet Members • Performance Reviews • Scrutiny Skills • Committee Skills 	Some are provided twice per Council term, others are provided annually with 6 monthly updates available to committees if required. Recommended training aims to support Councillors in their various committee roles. The training that individual Members should attend will depend on an individual's specific committee roles.

Member Development Strategy

- 4.17 The Member Development Strategy for 2019 -2022 is an essential element of the Council's submission to renew the Welsh Local Government Association Charter for Member Support and Development. The strategy sets out the aims and objectives of the Council in providing members with the skills and knowledge to carry out their role effectively. The strategy includes reference to the Mandatory, Recommended and Requested training, therefore any changes to the training to be provided would need to be reflected in the strategy.
- 4.18 The Strategy also includes references to Performance Reviews for Senior Member Salary holders, which is also available to all members upon request. It is proposed to review the format of these reviews to closely align them to the Public Services Board Wellbeing Plan and also the Corporate Plan and the Wellbeing Objectives. The aim is to review performance but to also look forward and develop priorities, essentially a 'Full Circle' approach, which will form part of the Council's overall Performance Management Framework.
- 4.19 Members are therefore asked to consider the strategy attached at appendix 1, alongside the current provision of training and support, as outlined in this report and suggest changes before the strategy is presented to Full Council.

5. WELL-BEING OF FUTURE GENERATIONS

- 5.1 Member Training and Support contributes to the Well-being Goals as set out in Links to Strategy above. It is consistent with the five ways of working as defined within the sustainable development principle in the Act in that by providing a wide ranging and diverse training programme it better prepares Councillors for their role as decision makers and scrutineers. A role that requires them to make decisions and recommendations that will impact the long and short term needs of Caerphilly County Borough Council residents; enable them to confidently scrutinise, challenge and hold to account, better assess appropriate interventions and provide them with the skills required to work collaboratively and nurture their understanding of the importance of community involvement.

6. EQUALITIES IMPLICATIONS

- 6.1 There are no specific equalities implications arising as a result of this report.

7. FINANCIAL IMPLICATIONS

- 7.1 Member Training and Support is funded from Member Development Budget.

8. PERSONNEL IMPLICATIONS

- 8.1 There are no personnel implications arising as a result of this report.

9. CONSULTATIONS

- 9.1 There are no consultations that have not been included in the report.

10. RECOMMENDATIONS

- 10.1 Democratic Services Committee are asked to comment on the training provided during 2017/18 and suggest improvements to Member training and support going forward.

10.2 Democratic Services Committee are asked to comment on the Member Development Strategy for 2019 -2022, prior to presentation to Full Council.

11. REASONS FOR THE RECOMMENDATIONS

11.1 To provide an agreed recognised standard of Member Support and Development.

12. STATUTORY POWER

12.1 The Local Government Act 2000.

12.2 Local Government (Wales) Measure 2011.

Author: Cath Forbes-Thompson, Interim Head of Democratic Services
Consultees: Christina HARRY, Interim Chief Executive
Richard Edmunds, Director of Education and Corporate Services
Rob Tranter, Head of Legal Services and Monitoring Officer
Councillor David Poole, Leader of Council
Councillor Barbara Jones, Cabinet Member for Finance, Performance and Governance
Councillor Colin Mann, Chair of Democratic Services
Councillor Gez Kirby, Vice-Chair of Democratic Services

Background Papers:
Council Report 22nd April 2014 Agenda Item 8

Appendices:
Appendix 1 Member Development Strategy 2019-2022



CAERPHILLY COUNTY BOROUGH COUNCIL

MEMBER DEVELOPMENT STRATEGY 2019/22

FOREWORD FROM GROUP LEADERS

Local Authorities have an obligation to ensure that they support effective elected Members' working to provide and improve corporate governance, local democracy and local services.

Caerphilly County Borough Council recognises that Councillors have a pivotal role in taking forward the improvement agenda and that its success will depend on elected Members having the capacity to provide best possible services to its residents.

The Council is committed to providing the vital democratic arrangements and support services to ensure that Members are able to effectively fulfil the requirements of their office and develop a culture where learning and development are "the norm".

Effective Member Development is essential to ensure that Councillors update their knowledge and learn new skills, because all Members have a common need for continuing development to meet the ever increasing and changing challenges of their individual and political roles as well as contributing to national, local and community demands. The authority wishes to help Members recognise and develop skills and knowledge to help them fulfil their Councillor role and assist them in preparing for more senior positions.

As leaders of the political groups represented on the Council and with the full support of our elected colleagues, the Chief Executive and Corporate Management Team, we are committed to ensuring that the Council provides the best development opportunities for Members to enable them to fulfil the expectations of the electorate. We believe that this strategy will assist Members in providing strong leadership for both the Council and improving services for our communities.

Councillor David Poole
Leader of Council and the Labour Group

Councillor Colin Mann
Leader of the Plaid Cymru Group

Councillor Kevin Etheridge
Leader of the Independent Group

MEMBER DEVELOPMENT STRATEGY

1. Introduction

1.1 Where ever possible, Caerphilly County Borough Council aims to provide continuously improving services which inevitably means the need for Councillors to learn and embrace new roles and responsibilities.

1.2 The Council is operating in a constantly changing environment, having to respond to reducing budgets while taking on new responsibilities. This requires elected Members and a workforce that is flexible and responsive to change. Recent Welsh Government announcements have presented the Council with an extremely challenging and demanding programme which includes:-

- The possibility of local government re-organisation.
- Responding to significant budget cuts year on year.
- Collaborating with other local authorities and agencies to improve service delivery.
- New and challenging roles for elected Members.

1.3 In embracing these challenges, the Council must continue to develop its Members so that they:

- Are responsive to change and able to prioritise.
- Maximise the use of all available resources.
- Can challenge the Council and other organisations fairly and identify best practise.
- Are focussed on maximising the outcomes provided by public services within the challenging climate of diminishing financial resources.
- Are influential and effective community leaders.

2. Purpose

2.1 To enable Councillors to operate efficiently and effectively in fulfilling their various roles it has been the Council's policy to identify the learning and development needs of all Councillors.

2.2 For a number of years Caerphilly County Borough Council has adopted a proactive approach towards Member Development and support in the form of internally and externally facilitated presentations, seminars and workshops as well as through specific training courses. The Council has supported Members' development through the allocation of a specific budget and applied its policy on an equal basis to all 73 Members as well as supporting co-opted members of the standards and scrutiny committees. This system was formalised in 2007 when the Council was awarded the WLGA's Charter for Member Support and Development.

2.3 The Council recognises the need to provide opportunities and support for members and their learning and development needs. Charter status underlines the continuing importance of training and development for Members and ensures future provision will be based on need, provided by suitably qualified personnel where the quality of training is monitored for quality and provided to members on an equal basis,

3. Member Development Strategy – Aims and Objectives

3.1 Member Development refers to any development activities or training programmes specifically designed to improve the knowledge, skills and abilities of elected Members in their varied roles.

3.2 This strategy aims to equip Members with the skills and knowledge they need in their current (as set out in their role descriptions) and future roles. To ensure that this strategy meets the needs of members and the Council, activities will be properly planned, resourced, monitored and evaluated.

3.3 The strategy's main objectives are:

- To achieve a clear and shared understanding of the various Member roles;
- To improve the performance of senior post holders aided by annual Personal Support and Development Interviews;
- To provide an integrated induction and on going role skills and knowledge programme of development opportunities for all Members;
- To provide support tailored to the needs of Members based on individual training needs analysis;
- To monitor the impact of the strategy and use feedback to improve over time and celebrate success.

3.4 The Council will provide elected Members with flexible and responsive training and development that is based on individual and organisational needs. This will maximise the effectiveness of Members in their various roles to ensure that Caerphilly County Borough Council will be regarded as a leader in the provision of support to elected Members and deserving of Charter status.

3.5 On 22nd April 2014 full Council approved the introduction of 3 specific levels of member training; Mandatory, Recommended and Requested.

- a. Mandatory Training involves training associated with Members' statutory responsibilities, Audit Committee and regulatory committee membership and committees with personnel functions to ensure all councillors have the necessary

knowledge to enable them to operate within the Council's Code of Conduct, have an understanding of the Council's constitution, undertake common essential duties and, where appropriate, discharge regulatory or personnel committee functions.

- b. Recommended Training is training targeted at specific roles, and will include; chairing skills for committee chairs, scrutiny training for scrutiny committee members, cabinet member training on their roles and responsibilities, performance review training for those in receipt of a senior salary, members of committees will receive specific training on the changes to legislation and committee skills.
- c. Requested Training – This type of training would be identified by individual Members as part of the councillor training needs analysis undertaken every 2 years.

4. **Implementing the Charter Requirements**

- 4.1 It is fundamental to its success that Members take a leading role in its development, will oversee its implementation, willingly participate with the requirements of the Charter and play a full role in evaluating and monitoring its progress and effectiveness.
- 4.2 The Wales Charter for Member Support and Development sets out a rigorous and structured approach for member development. Set out below are the Charter's main requirements and the Council's approach to their implementation:
- 4.3 **Members committing support to the strategy and a learning culture by participating in Charter requirements** – At a meeting of full Council in January 2018 Members unanimously re-affirmed their commitment to the provisions of the Charter. Members will be fully involved in the development and monitoring of this strategy going forward.
- 4.4 **Undertaking a training and development needs analysis with each Member to identify individual and collective development requirements.** These will be undertaken through personal development questionnaires and an invitation to attend a subsequent interview if this is preferred. This exercise will be undertaken with Members, every 2 years to ensure that the authority remains up-to-date with Member requirements and can be responsive to new organisational changes as they emerge.
- 4.5 **Creating Personal Development Plans for all Members within six months of the Charter submission.** This will be completed following each biennial training needs analysis survey.
- 4.6 **Responding to the development needs of Members** identified in their Personal Development Plans on the basis that activities may need to be prioritised according to demand and within available resources.

- 4.7 **Devising and publishing a biennial Member Development Programme** that is based on Members training needs analysis and sets out development opportunities available to Members. The programme will be approved by the Democratic Services Committee.
- 4.8 **Personal Support and Development Interviews (PSDIs)** will be undertaken on a Member to Member basis. These will begin with Cabinet Members having PSDIs and followed by all Members in receipt of a Senior Salary. This arrangement is available to all Members on request. The outcome of the PSDIs will inform Members' Personal Development Plans and, subsequently, the training programmes provided by the Council.
- 4.9 **Members are Supported with Role Descriptions** – These have been drafted and agreed for the following roles; Leader; Deputy Leaders; Cabinet Members; Chairs and Vice Chairs of Scrutiny, Planning, Licensing, Rights of Way, Democratic Services and Audit Committees and all other Members to include their local ward role.

5. Strategy Delivery

- 5.1 The Member "Champion" for this strategy is Councillor Barbara Jones, Cabinet Member for Finance, Performance and Governance. The Democratic Services Committee will oversee the implementation of this strategy and agree and review training and development activities for elected Members by:
- Ensuring that Member Development becomes part of the overall mainstream organisational activity.
 - Providing advice on Members Support Services, particularly Member Development.
 - Coordinating the Member Development Programme.
 - Monitoring progress against the Strategy's objectives and the implementation of members training, support and development more widely.
- 5.2 All Member training and development activities provided as a result of this Strategy will:
- Be secured from effective and appropriate training providers or facilitators from within or outside the authority.
 - Respond to the needs of Members for method and style of delivery.
 - Be provided taking into account the principles of the Council's Equality of Opportunity Policy and be arranged at convenient times and locations.

6. Evaluation of the Strategy

- 6.1 Progress within the strategy will be monitored and evaluated by the Democratic Services Committee.
- 6.2 The development of Members as a result of the activities will be assessed by themselves with support of senior members if participating in the Personal Support and Development Interviews.

7. Resources

- 7.1 A amount is included in the Member Services budget for Members Training and Development activities. The Head of Democratic Services has statutory responsibility for Member Development and is supported in this on a practical day-to-day basis by the Democratic Services Manager and Democratic Services Officer. Other officers will be expected to support this Strategy by providing in-house development activities.

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