

Values and Ethics Sub-Committee

Agenda



Date: Friday, 3 November 2023

Time: 12.30 pm

Venue: Committee Room 9, First Floor - City Hall,
College Green, Bristol, BS1 5TR

Distribution:

Councillors: Adebola Adebayo, Tony Dyer, Zoe Goodman, Jonathan Hucker and Andrew Brown

Copies to: Nancy Rollason (Head of Legal Service), Husinara Jones (Solicitor), Allison Taylor (Democratic Services Officer), Lucy Fleming (Head of Democratic Engagement), Louise deCordova (Democratic Services Manager) and Simba Muzarurwi (Chief Internal Auditor)

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Date: Thursday, 26 October 2023



Agenda

1. Welcome and Introductions

(Pages 4 - 6)

2. Apologies for absence

3. Declarations of Interest

4. Minutes of the last meeting

(Pages 7 - 11)

5. Public Forum

Up to 30 minutes is allowed for this item.

Any member of the public or Councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda. Public Forum items should be emailed to democratic.services@bristol.gov.uk and please note that the following deadlines will apply in relation to this meeting:-

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on **30 October 2023**.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on **2 November 2023**

6. Member Development Strategy

To consider and comment on the draft Member Development Strategy and associated appendices.

(Pages 12 - 47)

7. Member Development Update

To consider and comment on the proposed plans for the Member induction and development offer from May 2024.

(Pages 48 - 52)



Public Information Sheet

Inspection of Papers - Local Government (Access to Information) Act 1985

You can find papers for all our meetings on our website at www.bristol.gov.uk.

Public meetings

Public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

Members of the press and public who plan to attend City Hall are advised that you may be asked to watch the meeting on a screen in another room should the numbers attending exceed the maximum occupancy of the meeting venue.

COVID-19 Prevention Measures at City Hall (June 2022)

When attending a meeting at City Hall, the following COVID-19 prevention guidance is advised:

- promotion of good hand hygiene: washing and disinfecting hands frequently
- while face coverings are no longer mandatory, we will continue to recommend their use in venues and workplaces with limited ventilation or large groups of people.
- although legal restrictions have been removed, we should continue to be mindful of others as we navigate this next phase of the pandemic.

COVID-19 Safety Measures for Attendance at Council Meetings (June 2022)

We request that no one attends a Council Meeting if they:

- are required to self-isolate from another country
- are suffering from symptoms of COVID-19 or
- have tested positive for COVID-19

Other formats and languages and assistance for those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

Committee rooms are fitted with induction loops to assist people with hearing impairment. If you require any assistance with this please speak to the Democratic Services Officer.



Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee Members and will be published on the Council's website before the meeting. Please send it to democratic.services@bristol.gov.uk.

The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, it may be that only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the Committee and published within the minutes. Your statement or question will also be made available to the public via publication on the Council's website and may be provided upon request in response to Freedom of Information Act requests in the future.

We will try to remove personal and identifiable information. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Other committee papers may be placed on the council's website and information within them may be searchable on the internet.

During the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.
- Under our security arrangements, please note that members of the public (and bags) may be searched. This may apply in the interests of helping to ensure a safe meeting environment for all attending.



- As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.

For further information about procedure rules please refer to our Constitution <https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

Webcasting/ Recording of meetings

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The privacy notice for Democratic Services can be viewed at www.bristol.gov.uk/about-our-website/privacy-and-processing-notice-for-resource-services



**Bristol City Council
Minutes of the Values and Ethics Sub-Committee**

9 October 2023 at 12pm



Members Present:-

Tony Dyer, Zoe Goodman, Andrew Brown and Jonathan Hucker

Independent Member Adebola Adebayo – Chair.

Officers in Attendance:-

Tim O’Gara – Monitoring Officer (MO), Allison Taylor – Democratic Services

1. Welcome, Introduction.

The Chair welcomed all parties to the meeting. The Committee noted the emergency evacuation procedure arrangements.

2. Apologies for Absence.

There were none.

3. Declarations of Interest

There were none.

4. Minutes of the Previous Meeting.

Resolved – That the minutes of the 25 September 2023 be agreed as a correct record.

5. Public Forum.

Supplementary Question – Lesley Powell – *‘Are there adequate procedures to deal with alleged breaches of the Member Code of Conduct and what are these adequate measures?’*

The Chair replied that it was the responsibility of the MO to operate the process. There were adequate measures but it was helpful to receive feedback so that there was continuous improvement.

Supplementary Question - Sian Ellis-Thomas – *‘Referring a complaint to the Ombudsman is meaningless – it’s about the power invested in one person to make all the decisions – too much power in one pair of*



hands'

The Chair asked the MO to respond. The MO stated that his responsibility was clearly defined in Part 2 of the Constitution. The role of the Sub-Committee was to ensure that adequate measures were in place but not to be involved in the detail of the process.

Supplementary Question – Dan Ackroyd – *'Has the change to the current procedure concerning not publicising the content of a complaint or outcome without the agreement of the MO been used retrospectively?'*

The Chair asked the MO to respond. He stated that it was a long-standing position that a degree of confidentiality was maintained for fairness.

Supplementary Question – Mike Oldreive – *'Have all requirements of Section 28 of the Localism Act 2011 been met?'*

The Chair asked the MO to respond. The MO stated that Independent members were appointed by the MO and Head of Legal Services and there was no requirement in the legislation stating that the appointment was made by Full Council. Independent Members sat on Audit Committee and the Council's Shareholder Group and they were appointed by Officers. *

The Sub-Committee then heard statements as listed under Public Forum.

6. Summary of Complaints against Councillors and revised Complaints Procedure.

The MO introduced the report stating that the summary of Complaints since June 2022 was for noting and the revised procedure was for approval.

The following points arose from discussion:-

1. A Councillor was not happy with various aspects of the procedure. One aspect was the need for dates for receipt of complaint, date of initial assessment and date of investigation or when it was determined not to proceed with an investigation so that the Sub-Committee could assess if BCC was meeting its 20 working day timescales;
2. A Councillor agreed that the Sub-Committee needed assurance that the system was working and it would provide assurance to the public without disclosing confidential information;
3. After some discussion on next steps the Sub-Committee agreed that it would be helpful to arrange a one-meeting Working Group to review the procedure in detail and bring back a revised procedure to a future Sub-Committee.

Resolved –

1. **That the the summary of Complaints made against Councillors since the last report to the Committee in June 2022 be noted.**
2. **That a one-meeting Working Group of the V&E Sub-Committee, supported by the Monitoring Officer, be held to review the draft procedure and a report be brought back to a future meeting of the Sub-Committee.**



7. Member Code of Conduct.

The MO reported the proposal to adopt the LGA model Code of Conduct from May 2024. This model had not been available when BCC's existing Code was reviewed in 2019. The LGA model had been before the Committee Model Working Group and was supported. It would require adoption at Full Council.

The following points arose from discussion:-

1. There was general support for the Code being adopted;
2. There was a concern around how clause 5.1 ('**I do not bring my role or local authority into disrepute.**') might be interpreted;
3. A Councillor did not support the inclusion of 5.1 as it could constrain a Councillor when expressing an opinion;
4. A Councillor suggested that being a Whistleblower should not be interpreted as bringing the Council into disrepute;
5. The MO stated that there was a caveat in the narrative which clarified the ethical way by which Councillors could discharge their function to challenge and express concerns about decisions and policies;
6. In reference to Appendix C – Best Practice 6 – Public Interest Test a Councillor suggested that BCC should publish a clear and straightforward PI Test. The MO stated that this could be considered at the one-meeting Working Group and he would review best practices in advance of the group meeting;
7. It was agreed that this extract minute would form an Appendix to the Full Council report on the Code of Conduct in order to inform the Council.

Resolved –

- 1. That the one-meeting Working Group consider best practice on the Public Interest Test;**
- 2. That the Code of Conduct be recommended to Full Council for approval subject to the need to draft, approve and publish a Public Interest Test and that some members of the Sub-Committee had reservations about the clause on political debate and bringing the council into disrepute.**

8. Member-Officer Protocol.

The MO reported that the Protocol had been reviewed in light of introduction of the new Committee Model of governance from May 2024.

There was some general discussion for clarification purposes, and it was debated whether, under paragraph 11, the Chief Executive was the correct Officer to report personal relationships to or whether it should be the MO. It was agreed that this could be determined by Full Council.

Resolved – That the Protocol be approved and referred to Full Council for consideration.

The meeting ended at 1.15pm



CHAIR _____

*** Post-meeting clarification dated 20 October 2023 - The recent recruitment process for Independent Persons will require the ratification of those appointments by Full Council and it is anticipated that this will be at the next ordinary meeting of Full Council on 14 November.**





Values and Ethics Sub Committee

3rd November 2023



Report of: Service Director Legal & Democratic Services (Monitoring Officer)

Title: Member Development Strategy

Ward: Citywide

Officer presenting report: Louise deCordova, Democratic Services Manager

Recommendation:-

That the Committee considers and comments on the draft Member Development Strategy 2024-2028 prior to design.

Summary

The draft Member Development Strategy 2024-2028 (found at Appendix B) has been written in collaboration with the Member Development Steering Group.

The Strategy sets out the Council's commitment and approach to Member Development and outlines how the Council will evaluate success through key performance measures. This is supported by an action plan (Appendix B1) which includes the aim to retain the Local Government Association's Charter Plus Status accreditation (South West Councils) for Member Development by March 2025.



Policy

1. Responsibility for Member Development sits with the Member Development Steering Group and it's been agreed that the Values and Ethics Sub Committee of the Audit Committee will retain a watching brief. Membership of the Member Development Steering Group can be found at Appendix A.
2. The City Council is committed to supporting Members with their development to ensure they have the necessary training to discharge their democratic duties.

Consultation

Internal

3. Member Development Steering Group

External

4. Not applicable.

Context

5. Bristol City Council achieved the accreditation of Charter Plus Status through the Local Government Association and South West Council's [Councillor Development Charter Scheme](#). The objective of the scheme is to;
 - Encourage Councils to develop an effective strategy or approach to Councillor development
 - Recognise those Councils that have developed an effective approach
 - Encourage Councils to continue that development and share their experiences and learning.

The list of things the Council needs to demonstrate to achieve Charter Status can be found at Appendix C.

6. The Member Development Steering Group has commenced planning the induction programme for the intake of Councillors that will begin a new term of office for 4 years from May 2024. The draft Member Development Strategy (Appendix B), sets out the Council's commitment and approach to continuous Member development, and the opportunities that are available to all elected representatives. The Strategy will be reviewed at every electoral term or earlier where necessary.
7. Regular evaluation of the Member Development offer will be undertaken by officers in conjunction with the Member Development Steering Group. The key performance measures for this Strategy are set out below:
 - (i) 100% of Members completing their relevant essential training.
 - (ii) 80% of Members attending one or more of the highly recommended training courses.
 - (iii) 60% of Members participating in one or more of the recommended training opportunities.

- (iv) 80% of Members responding, expressing overall satisfaction with the development programme.
- (v) 80% of Councillors responding, reporting that they feel they have the skills to fulfil all their duties.
- (vi) 80% of responding Members reporting that the objectives of each learning/training session have been met.
- (vii) Retention of the Southwest Council's Charter Status accreditation for Member Development in 2025.

Other Options Considered

- 1. None necessary.

Risk Assessment

- 2. Not applicable.

Legal and Resource Implications

Legal implications:

- 3. Not applicable.

Financial:

(a) Revenue

- 4. An annual budget is allocated for Member development, and to provide administrative support for the delivery of training and facilitating the Member Development Steering Group.

(b) Capital

- 12. Not applicable.

Land/Property:

- 5. Not applicable.

Human Resources:

- 6. Not applicable.

Appendices:

A – Membership of the Member Development Steering Group

B – Draft Member Development Strategy 2024-28

B1 - Member Development Strategy Action Plan

B2 - Member Development Offer

B3 - Councillor Roles and Responsibilities

B4 - Member Development Steering Group Terms of Reference

C – Member Development Southwest Charter Criteria

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None

Appendix A – Member Development Steering Group Membership

- Councillor Bailes
- Councillor Classick
- Councillor Brown
- Councillor Goulandris
- Councillor Hopkins
- Councillor Massey
- Councillor Michellat
- Councillor Stafford-Townsend
- Councillor Stone
- Named substitute: Cllr O'Rourke
- Named substitute: Cllr Rippington

Draft Member Development Strategy 2024-2028

Text only version for Design Team

Foreword

Introduction from the Director of Legal and Democratic Services

We were proud to achieve the Local Government Association's Councillor Development accreditation in March 2022, awarded by South West Councils, in recognition of Bristol's clear commitment and strategic approach to continuous Councillor development. Building on these foundations we intend to reapply for the Charter Plus standard in 2025.

The Bristol City Council Member Development Strategy 2024-2028 sets out our approach to build upon recognised best practice; how we will work to ensure that learning and development is appropriately focused and well delivered; and use limited resources effectively to achieve maximum benefit in preparation for the Committee Model of governance.

The Member Development Programme aims to provide Members with the skills, knowledge and capacity they need to undertake their democratic duties and responsibilities as strategic decision makers and city partners, as community leaders and in their regulatory functions; to be able to take important decisions, represent their constituents, and deliver effectively in their roles.

Introduction from the Member Development Steering Group

Our cross-party Steering Group has been established to oversee and shape the Member Development programme as we move to a Committee Model of Governance in May 2024.

As Councillors with a broad range of skills and experience, we understand the challenges faced by the modern-day Councillor, including in the period shortly after election when considerable learning is required during a condensed period.

We are committed to our own personal development and the many benefits this brings, and within this document you will find case studies detailing our personal and diverse range of experiences. One of our key pledges is to ensure that all Councillors receive the support and help that they need to succeed in their roles, and we will ensure that equity of access to development and training remains a guiding principle.

[Insert Case Study 1]

Purpose and Aims

Building on the foundations of the Member Development award, this strategy sets out how we will ensure that the quality and relevance of the programme from May 2024 offers appropriate and effective training for Members in preparation for the change to a committee system model of governance; and details how we will equip elected representatives with the skills and knowledge they need to fulfil their various roles effectively and to the best of their abilities. It identifies our long-term goals and an action plan (see Appendix A) for achieving them. It also covers how we will identify development needs; the ways in which Members can participate in continuous learning and development; and how we will evaluate and measure the success of all learning.

The Member Development Strategy will closely align to the [City Council's Corporate Strategy 2022-2027](#) by ensuring that all activities contribute to the delivery of the following strategic themes/key commitments:

- Children and Young People
- Economy and Skills
- Environment and Sustainability
- Health, Care and Wellbeing
- Homes and Communities
- Transport and Connectivity
- Effective Development Organisation

The Strategy will ensure that Members will have appropriate training, support and guidance to assist them with every aspect of their roles. This will include;

- Ensuring compliance with essential training (as agreed with the Whips) on areas such as data protection and information security.
- Providing all key policy, procedural and legal information before Members are required to participate in decision making.
- Embedding a framework to assist Members with community work, including support with managing workloads and pressures.
- Ensuring Members can perform any 'special responsibilities' relating to additional duties and roles they may undertake.
- Offering the opportunity to participate in continuous development through a variety of methods including through Personal Development Plans.

[Insert Case Study 2]

Member Development Programme

The Member Development offer for 2024/25 will be delivered via an induction and refresher programme of scheduled activity over the first 6-9 months in a phased approach, followed by ongoing targeted training and support for the remainder of the 4-year term. The Programme will be flexible to adapt to meet changing needs in the event of challenging

times or disruption to 'business as usual'. In addition, the programme will be responsive to legislative and regulatory changes; the individual development needs of Members; the regular election cycle and by-elections; and local priorities.

All online sessions will be recorded, where possible, and stored in the Members online resource area, so they can be accessed at any time by Members to refresh their learning over their 4-year term. Where sessions are refreshed annually e.g. for regulatory training, the Members SharePoint site and Councillor training records will be updated accordingly.

Key areas the programme will cover include:

- Induction sessions
- Working effectively in a Committee System
- The Council's budget and strategic priorities
- Policy Committees
- Other Committees (Regulatory/Audit/HR etc.)
- Partnership working
- Ward-specific briefings

In addition, a range of guidance and support will be provided for Councillors undertaking specific roles e.g. chairing meetings, and there will be opportunities to meet and work alongside senior officers e.g. via the Councillor Link Scheme.

A summary of each element of the Member Development Offer can be found at Appendix B.

[Insert Case Study 3]

Key Performance Measures

Our Key Performance Measures are:

1. To ensure that all Members have consistent and equal access to training and development opportunities, providing the resources required to actively remove known and reported barriers to learning. We will monitor this with a satisfaction survey as well as via feedback on non-attendance and potential barriers. We will measure success by achieving the following during the 24/25 Municipal Year;
 - 100% of Members completing their relevant essential training.
 - 80% of Members attending one or more of the highly recommended training courses.
 - 60% of Members participating in one or more of the recommended training opportunities.
 - 80% of Members responding, expressing overall satisfaction with the development programme.
 - 80% of Councillors responding, reporting that they feel they have the skills to fulfil all their duties.

- 80% of responding Members reporting that the objectives of each learning/training session have been met.
2. Retain the Southwest Council's Charter Status accreditation for Member Development in 2025.

Equalities and Inclusion

As a public body we are bound by the Public Sector Equality Duty, which is defined within the Equality Act as: "A public authority must, in the exercise of its functions, have due regard to the need to" —

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Councils' [Equity and Inclusion Strategic Framework \(2023-2027\)](#) sets out how we will achieve the aims and commitments of our Equity and Inclusion Policy and fulfil our legal duties in line with the Corporate Strategy timeline. Councillors and senior officers have a particular responsibility because active, visible leadership is essential to promoting equity.

The framework underpins how we design and deliver the Member Development programme and we will;

- Ensure all Councillors have equal access to training and development opportunities i.e. by providing multiple sessions in accessible formats and at various times of the day.
- Offer highly recommended training on equalities and inclusion to all Councillors on an annual basis to support effective decision making. This will provide Members with the skills necessary to comply with the Public Sector Equalities Duty.
- Provide advice and guidance to Members setting out how to interpret and evaluate Equalities Impact Assessments completed for formal reports.

[Insert Case Study 4]

Code of Conduct and Standards

Members sign up to the Council's Members Code of Conduct upon accepting their term of office, which is in the process of being updated to the Local Government Association (LGA) Code of Conduct. The code of conduct includes a commitment to uphold the Seven Principles of Public Life which outlines the requirements relating to ethical standards as detailed below;

- a) *Selflessness* - Holders of public office should act solely in terms of the public interest.
- b) *Integrity* - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- c) *Objectivity* - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- d) *Accountability* - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- e) *Openness* - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- f) *Honesty* - Holders of public office should be truthful.
- g) *Leadership* - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

We will support Members to uphold the ethical framework set out above by:

- Ensuring Members are fully briefed about their roles and responsibilities (See Appendix C) and that all essential requirements regarding compliance with Codes, Protocols and Declarations are met.
- Providing ongoing training, advice and guidance to Members in respect of ethical matters as and when required.
- Facilitating a range of training and support to assist Members to conduct their roles as effective community leaders, including public speaking, chairing effectively and use of social media.

How we will deliver Learning and Development to Members

We will use a wide variety of virtual and in person formats to deliver training and supporting information, such as:

- E-Learning courses
- Demonstration videos
- Internal training courses
- Internal briefings – emerging topics
- Case studies – examples of best practice
- External conferences, seminars and training courses
- Elected Members Welcome Pack
- Information Guides
- Councillor Resource Area on SharePoint

- Peer to peer learning between Councillors and information sharing including with key external partners
- Personal development planning discussions

Where appropriate, we will work in partnership with other Local Authorities to deliver joint programmes.

All training events will clearly set out the goals and objectives of each session and highlight the relevance and impact to Members.

[Insert Case Study 5]

Feedback and Evaluation

Evaluation of the Member Development offer will be undertaken by officers in conjunction with the Member Development Steering Group (MDSG). The key performance measures for this Strategy are set out above under Key Performance Measures.

The following methods will be used:

- Training evaluation forms and other feedback received from Councillors
- 1-1 feedback sessions
- Feedback through Group Offices and Whips
- Statistics on Member participation
- Satisfaction Survey

The MDSG will monitor attendance and evaluations of member development activity. This is to make sure that attendance and participation are in line with our aspirations, and to ensure that Member Development is successful and inclusive for all Members.

The following terms will be used to help set the expectations around participation and attendance:

Essential – Failure to attend would prevent Members from sitting on a specific committee or access to the Council’s network

Highly Recommended – Group Leaders will expect their Members to attend these sessions, as they will provide the knowledge required to make effective decisions and an increased understanding of Members’ roles and responsibilities.

Recommended - It is recommended that Members attend these sessions, as they will provide the knowledge required to make effective decisions and an increased understanding of Members’ roles and responsibilities.

Reattainment of the Local Government Association’s Council Development Charter accreditation will demonstrate the effectiveness of our offer.

The Values and Ethics Sub Committee of the Audit Committee has responsibility for oversight of the Member Development Programme and will be consulted on progress.

This Strategy will be reviewed at the end of each electoral term or earlier as necessary.

Resources

An annual budget is allocated for Member development, and to provide administrative support for the delivery of training and facilitating the Member Development Steering Group.

The resources available to support Member development are available to all Councillors and do not fund activity specific to a political group.

Cost benefit analysis will be conducted to monitor investment in Member Development.

Appendices:

Appendix A - Member Development Action Plan

Appendix B - Member Development Offer

Appendix C - Roles and Responsibilities

Appendix D - MDSG Terms of Reference

Draft Member Development Action Plan

Key actions related to the Member Development Strategy 2024-2028

Ref	Action	Outcome	Deadline	How we will measure success	Person (s) Responsible
1	Provide a Welcome Pack to all Members on election night	Councillors will be provided with the key information they require from the first day of their term	May 24	Feedback from Councillors	Member Development Officer Democratic Services Manager
2	Councillor Swearing In Ceremony	Councillors will complete all essential documentation and receive their ICT equipment	May-24	Participation numbers and session feedback	Member Development Officer Democratic Services Manager
3	Launch a Councillor Link Scheme	Councillors will be offered access to a dedicated senior officer to support them with their initiation into the Council	Arrangements in place by Apr 24 and scheme completed by Aug 24	By the number of officers and Councillors successfully paired and feedback from both parties	Chief Executive Head of Democratic Engagement
4	Schedule and deliver the Member induction programme	Councillors will be well equipped to conduct their various roles	Start May 24 - End Aug 24 (Annual refresher sessions for key courses over 4 years)	Participation numbers and session feedback	Member Development Officer Democratic Services Manager
5	Run fortnightly member briefing sessions	Regular sessions on a wide range of topics will provide Members with foundational knowledge about the Council and its ongoing work	Start May 24	Participation numbers and session feedback	Member Development Officer Democratic Services Manager Head of Democratic Engagement
6	Councillor virtual 'tour' of Bristol	New Councillors will be given a city wide briefing so they understand priorities at ward level	May-24	Participation numbers and session feedback	Member Development Officer Democratic Services Manager

Draft Member Development Action Plan

Key actions related to the Member Development Strategy 2024-2028

Ref	Action	Outcome	Deadline	How we will measure success	Person (s) Responsible
7	Create detailed Councillor Information Guides	Councillors will have easy access to essential information about Council Services	May-24	Feedback from Councillors	Member Development Officer
8	Gather the protected characteristics of Councillors	The Council will be better informed about the protected characteristics of its Members to inform its approach to available advice and support	May-24	Monitoring of how data is used to inform service planning	Head of Democratic Engagement Democratic Services Manager Member Development Officer
9	Develop 'how to' demonstration videos for key applications that Members are required to use for their roles	Members will have access to online guidance around essential applications such as Modern Gov, iTrent, and Learning Hub	May 2024	Online views and feedback from Members	Member Development Officer
10	Maintain a Member Development Steering Group that meets monthly	Member Development will continue to be a member led process with a 'best practice' approach	Ongoing	Cross party participation numbers and general feedback from members	Head of Democratic Engagement Democratic Services Manager Member Development Officer
11	Survey Councillors to gather data on overall satisfaction for the member induction programme	We will be able to identify trends and gaps in learning and development that can be addressed	Evaluation surveys after each training session from May 24. Overall Satisfaction Survey in November 2024	Evaluation Surveys Satisfaction Survey	Head of Democratic Engagement Democratic Services Manager Member Development Officer
12	Plan and deliver activities/programmes that promote becoming a Councillor	Bristol citizens will gain knowledge on how to stand to be a Councillor and the responsibilities involved	Autumn 2026	The numbers that engage with or attend the sessions. Feedback from Councillors about the quality of information available	Head of Democratic Engagement Democratic Services Manager Member Development

Draft Member Development Action Plan

Key actions related to the Member Development Strategy 2024-2028

Ref	Action	Outcome	Deadline	How we will measure success	Person (s) Responsible
					Officer
13	Review and implement optional Personal Development Plans (PDP)	Democratic Services will maintain an annual development record for each councillor based upon their role, special responsibilities and Committee allocations. They can choose to have an optional PDP to set out any additional personal learning objectives and an action plan to achieve them.	Where requested by Members, PDPs will be ongoing over the length of their term (to align with the electoral cycle). The annual development record to be completed by Jun 2024.	By the number of plans reported by the Group Offices and completed by Councillors who have requested them, and continuous implementation of them over their term of office.	Members/Party Group Leaders - with support from the Head of Democratic Engagement if required
14	Achieve South West Council's Member Development Charter Accreditation	Bristol City Council will maintain a good practice Member Development programme	March 2025	By retaining accreditation upon reassessment	Head of Democratic Engagement Democratic Services Manager Member Development Officer

Draft Member Development Overview 2024-2028

The City Council is committed to supporting Members with their development to ensure they have the necessary training to discharge their democratic duties. Set out below is a summary of the support and resources that represents the Member Development Offer to support Councillors in their roles.

Member Development Steering Group (MDSG)

MDSG is a cross party working group that meets monthly in the lead up to an all-out election, and then regularly as required.

The group's main purpose is to facilitate a planned, strategic and Member-led approach to Councillor development, including a comprehensive induction programme, and ensuring that Members' training and development needs are being successfully met.

Member Development Strategy 2024/28

The strategy sets out the Council's commitment and approach to supporting Member development throughout an elected member's term of office. The strategy is supported by an action plan and timeline for delivery, monitoring and evaluation. The Council currently holds the Local Government Association's Charter Plus status for Councillor Development and is committed to undergoing reassessment to retain this accreditation in 2025.

Member Induction and Refresher Programme 2024

The programme will start in May 2024 and be delivered in three phases.

Phase 1 (May-June) – Essential and time critical sessions

Phase 2 (July-September) – The remainder of the induction programme

Phase 3 (October-December) – Informed by an all-member survey to focus opportunities for a deeper dive into selected topics.

Essential – Failure to attend would prevent Members from sitting on a specific committee or access to the Council's network

Highly Recommended – Group Leaders will expect their Members to attend these sessions, as they will provide the knowledge required to make effective decisions and an increased understanding of Members' roles and responsibilities.

Recommended - It is recommended that Members attend these sessions, as they will provide the knowledge required to make effective decisions and an increased understanding of Members' roles and responsibilities.

Essential	Highly Recommended	Recommended
<p>All Members</p> <ul style="list-style-type: none"> • Information Security • GDPR <p>Nominated Members</p> <ul style="list-style-type: none"> • Licensing • Development Control • Public Safety and Protection • Public Rights of Way and Greens • HR Dismissals Appeals • Selection Committee • Home to School Transport Appeals 	<ul style="list-style-type: none"> • Governance and Decision Making under the Committee System • Policy Committees • Audit • Local Authority Finance and Budgets • Health Scrutiny • Adult and Children Safeguarding • Equalities and Inclusion • Human Resources • Wellbeing, Health, and Personal Safety • Guardianship Panel Appeals • Chairing effectively 	<ul style="list-style-type: none"> • Public Health • Homes and Landlord Services and Housing Delivery • Climate Change and the Ecological Emergency • Risk Management and Insurance • Carbon Literacy Training • LGA Public Health Training • Operations Centre and Emergency Planning • Social media • Scrutiny Training for WECA members • Citizens Services including casework and complaints • Virtual Tour of the City/Area Committees

Councillor Link Scheme

This informal buddying scheme was introduced for the first time in 2021. The scheme will run between May and August 2024. All Councillors will have the opportunity to be paired with a senior officer (Head of Service or above) to build officer-member relations and give both parties a space to share information about how the Council operates or provide guidance on a particular service area.

Councillor Resource Area SharePoint Site

This is an online resource area on SharePoint that looks like a website/Source page specifically for Councillors. It contains support pages, HR information, key contacts, training resources, member briefing presentations, Information Guides, and key links to the Committee Management System, the Council’s Constitution, Guidance and protocols.

Member Briefings

There is a regular Wednesday evening slot agreed for all-member briefings on emerging topics of interest. Briefings are delivered by officers and external guests, and cover everything from personal safety to the operation of Council owned companies.

During the induction the briefings slot will be temporarily utilised for essential or highly recommended training and development sessions. Briefings to be scheduled as part of the Member Induction Programme include:

- Policy, Strategy, and Partnerships
- S106 and CIL funding
- Special Education Needs and Disabilities (SEND)
- West of England Combined Authority (WECA)
- Housing Delivery
- Strategic Procurement and Supplier Relations
- City Office
- Bristol City Councils Companies
- Place (including Management of Place and Economy)
- Finding out about your ward

Member Information Guides

Information Guides are concise 2-page documents that cover a specific service area or team that is of key interest to Councillors or residents. They outline pertinent information on the chosen topic, and a key contact for Councillors to use. There are over 50 Information Guides, and they are stored in the Councillor Online Resource Area.

Supporting Ward Work

There are a variety of tools and resources available to support Members with understanding their ward and supporting citizens.

Ward Profiles

Ward Profiles (Power BI) is an interactive online tool that enables Councillors to search and compare ward level data such as population, health, quality of life, crime levels and more.

Tour of Bristol

Members will receive a virtual tour of the City delivered by the Community Engagement Team, which covers North, East, South, and Central Bristol; and is an opportunity to hear about the work going on in different areas and hear from local people. We also run “Finding out about your Ward” sessions, where Members are shown how to use the Ward Profiles and Power BI tools.

Area Committees

Councillors will be introduced to the 6 Local Area Committees which make decisions on how local funds are spent to support improvements in their area. The Committee Model Working Group are in the process of reviewing the operation of local decision-making in a Committee Model.

Managing Casework

Councillors will be introduced to the iCasework software and the way MP and Councillor Enquiries are managed. Group officers support Members to keep track of constituent queries through regular reporting and liaison with Council Services and Officers.

Equalities Survey

An anonymous equalities survey is carried out to capture an overview of the protected characteristics of elected Members. The results of the survey enable Officers to provide targeted training or information on specific support needs identified. Understanding how the protected characteristics of Councillors changes over time enables us to target our communications when hosting Be a Councillor events in the years before an all-out election.

E-Learning

The BCC Online Learning Portal enables councillors to complete 2 essential and 2 highly recommended training courses as follows; A Guide to Data Protection, Information Security, Safeguarding Adults Awareness and Child Protection Awareness.

Member Development Charter Plus Award

Bristol was awarded Charter Plus Accreditation for Member Development in March 2022. The charter signifies a commitment from a council to deliver a strategy that supports and encourages Councillor development.

The charter framework provides a best practice guide that the Member Development Steering Group has agreed to sign up to with a view to retaining the award through an application and assessment process in autumn 2024.

The Member's ICT Working Group

The working group is responsible for identifying Member's ICT induction and training needs for the Councillor Swearing in Ceremony and Induction Day.

Members will receive training on key systems such as ITrent Payroll system in order to claim expenses promptly, and Modern Gov Committee Management System software.

Modern Gov enables members to view and annotate documents in preparation for their meetings. The password protected area enables Members to update their Councillor profile and Registration of Interests, and view exempt or confidential reports. Members will be supported by a schedule of regular drop-in sessions for support with this key software.

Election Welcome Pack

The Elections Welcome pack, includes everything a new councillor needs to get started; a swearing in day checklist, information about Key dates such as Annual Full Council, the Disclosure and Barring Service Checks and Registers of Interest as well as a Supporting Citizens – Useful Contacts document and Induction Sessions Descriptions.

Annual Development Records and Personal Development Plans

Democratic Services will maintain an annual development record for each Councillor based upon their role, special responsibilities and Committee allocations. Councillors may choose to have an optional Personal Development Plan to set out any additional personal learning objectives and an action plan to achieve them. Members and their groups will be provided with the relevant templates and guidance where they elect to conduct the PDP discussion within their groups.

Roles and Responsibilities of Councillors

This appendix sets out in detail the roles and responsibilities of Councillors generally, as well as specific roles and responsibilities. It is not an exhaustive list for each role and other duties may also be required.

1. Roles And Functions of All Councillors

Councillors will participate constructively in the good government of the local authority area in the interests of all residents. They will contribute actively to the formation and review of the Authority's policies, budget, strategies, plans and service delivery.

Councillors will deal with constituents' enquiries and representations and will effectively represent the interests of the Ward for which they were elected and the views of constituents.

Duties and responsibilities

1. To fulfil the statutory and locally determined requirements of an elected Member of a Local Authority.
2. To participate effectively as a member of any meeting to which the Councillor is appointed, for example by regular attendance at meetings, ensuring that they are adequately briefed and prepared for the meeting, and examine and challenge issues as appropriate.
3. To participate in the activities of an outside body to which the Councillor is appointed and to provide update reports on the work of the relevant body to Bristol City Council as required.
4. To act as community champion for their ward and promote community cohesion. This will include being consulted about ward matters and participating in local decision-making arrangements. In addition, all Councillors should provide a voice and advice for local individuals and interest groups in their dealings with the Council and, where appropriate, to advise them on the pursuit of complaints.
5. To develop and maintain a working knowledge of the Authority's services, management arrangements, powers/duties and constraints and to develop good working relationships with relevant Officers of the Authority.
6. To contribute constructively to open government and democratic participation by encouraging community engagement in the governance of the area.
7. To keep up to date with all developments affecting the Local authority area and the Council including Government policies and prospective legislation.
8. To promote and uphold high standards of ethical conduct by the Council's Members and officers.
9. To uphold the public sector equalities duties set out in the Equalities Act 2010.

2. Lord Mayor

The role and function of the Lord Mayor is set out in Article 7 of the Council's Constitution. In addition, the Lord Mayor will have the following duties and responsibilities:

Duties and Responsibilities

1. To chair meetings of the Council and Downs Committee ensuring among other things that all points of view have a fair opportunity to be heard, that procedure rules are applied and observed, and that debate is guided towards clear and relevant decisions.

2. To represent the Council in the Local authority area and elsewhere on occasions where a civic representative is invited or otherwise required.
3. To participate in events, receptions, programmes and activities designed to recognise and encourage civic awareness in the community, where appropriate.
4. To attend and chair briefings for Council meetings, involving Leaders and Whips of the political groups and to be proactive in making proposals for the effective conduct of the agenda.
5. To host Council events of a non-party-political nature as required.
6. To promote good relationships between Councillors, between political groups and between Councillors and Officers.
7. To ensure that the Deputy Lord Mayor is kept informed of all relevant civic matters during their period of office.

3. Deputy Lord Mayor of Bristol

The Deputy Lord Mayor will support the Lord Mayor in their role and in their absence undertake the duties within the role profile for the Lord Mayor.

4. Chair of a Regulatory Committee

When the Council operates a Committee System, it will be necessary for the Council to establish Committees and for those Committees to elect a Chair and a Vice-chair. It is also necessary for each political group that is represented on a Committee to appoint a lead Member.

Role and Responsibilities of the Chair of a Regulatory Committee

1. Lead the work of the Committee and make sure it carries out its business effectively and efficiently, lawfully and within its terms of reference.
2. Chair meetings of the Committee impartially and in such a way as to facilitate open discussion, obtain valid contributions from members and produce sound decisions.
3. Assist the public and press in terms of their rights of access.
4. Ensure respectful engagement between the Committee, its officers, guests and the public and maintain ethical conduct throughout the meeting.
5. Lead an agenda setting meeting for the Committee in association with the Vice-Chair and Party Group Leads on the Committee.
6. Act as consultee and spokesperson for their Committee in instances of exercise of delegated authority by an officer, where that delegation is subject to being in consultation with the Chair of the Committee or where otherwise requested by a Chief Officer.
7. Have a working knowledge of the functions, policies, practices, procedures, services and budgets of the Committee which they chair.
8. Lead in the development of the work of the Committee which they chair in association with the Vice-Chair and Group Spokespersons, including the agenda management process, also taking into account the wider vision, such as corporate, cross-service and partnership issues.
9. Lead in the consideration and review of service delivery, policy development and in the implementation of policies approved by the Council where these relate to the Committee which they chair.
10. Be the Council's lead spokesperson in respect of the Committee's activities and act in liaison with the Leader and Deputy Leader in matters of Council policy.
11. Establish effective working relationships with the Party Group Leads on the Committee and with other Committee Chairs and the Leader and Deputy Leader of the Council.
12. Establish effective working relationships with the Chief Officers, and other key officers.

13. Represent and pursue the interests of the Committee which they chair in the community and at regional and national levels.
14. Ensure that meetings of the Committee which they chair are properly conducted and reports of proceedings are forwarded on as necessary, for example to full Council.

5. Role and Responsibilities of the Vice-chair of a Regulatory Committee

The Vice Chair of a Committee will:

1. Have a working knowledge of the functions, policies, practices, procedures, services and budgets of the Committee.
2. Assist the Chair in carrying out their role and responsibilities as set out at above.
3. Undertake the responsibilities of the Chair in their absence.
4. Attend agenda setting meetings with the Chair and the Party Group Leads on the Committee.

6. Chair of a Policy Committee

As the Council operates a Committee System, it is necessary for the Council to establish Committees. Full Council will appoint Chairs and a Vice-chairs of all Committees. It is also necessary for each political group that is represented on a Committee to have a Party Group Lead for that Committee.

Role and Responsibilities of the Chair of a Policy Committee

Responsibilities specific to the Policy Committee Chairs:

1. Attend regular Policy Committee Chairs' briefings, in conjunction with the Vice Chair.
2. Provide political direction to officers, including on any urgent matters, in consultation with the Vice Chair and/or Party Leads as appropriate.
3. Sit on any relevant any outside bodies that relate to the Policy Committee's work area.
4. Act as the primary spokesperson for media inquiries relating to the Policy Committee's remit.
5. Liaise with key partners and stakeholders as appropriate (note, this may require a significant time commitment).
6. Understand and communicate policy and Council positions to residents and other stakeholders.
7. Recognise and contribute to issues which cut across portfolios or are issues of collective responsibility.
8. Work with other Policy Committee Chairs to lead policy and project development.
9. Represent and pursue the interests of the Committee which they chair in the community and at regional and national levels.

Generic Chairs' Responsibilities:

1. Lead the work of the Committee and make sure it carries out its business effectively and efficiently, lawfully and within its terms of reference.
2. Chair meetings of the Committee impartially and in such a way as to facilitate open discussion, obtain valid contributions from members and produce sound decisions.
3. Assist the public and press in terms of their rights of access.
4. Ensure respectful engagement between the Committee, its officers, guests and the public and maintain ethical conduct throughout the meeting.

5. Lead an agenda setting meeting for the Committee in association with the Vice-Chair and Party Group Leads on the Committee.
6. Act as consultee and spokesperson for their Committee in instances of exercise of delegated authority by an officer, where that delegation is subject to being in consultation with the Chair of the Committee or where otherwise requested by a Chief Officer.
7. Have a working knowledge of the functions, policies, practices, procedures, services and budgets of the Committee which they chair.
8. Lead in the development of the work of the Committee which they chair in association with the Vice-Chair and Group Spokespersons, including the agenda management process, also taking into account the wider vision, such as corporate, cross-service and partnership issues.
9. Lead in the consideration and review of service delivery, policy development and in the implementation of policies approved by the Council where these relate to the Committee which they chair.
10. Be the Council's lead spokesperson in respect of the Committee's activities and act in liaison with the Leader and Deputy Leader in matters of Council policy.
11. Establish effective working relationships with the Party Group Leads on the Committee and with other Committee Chairs and the Leader and Deputy Leader of the Council.
12. Establish effective working relationships with the Chief Officers, and other key officers.
13. Ensure that meetings of the Committee which they chair are properly conducted and reports of proceedings are forwarded on as necessary, for example to full Council.

7. Role and Responsibilities of the Vice-chair of a Regulatory Committee

Responsibilities specific to the Vice Chair of a Policy Committee

1. To attend regular briefings with the Chair of the Policy Committee.

Generic Vice Chair Responsibilities

The Vice Chair of a Committee will:

1. Assist the Chair in carrying out their role and responsibilities as set out at above.
2. Have a working knowledge of the functions, policies, practices, procedures, services and budgets of the Committee.
3. Undertake the responsibilities of the Policy Committee Chair in their absence.
4. Attend agenda setting meetings with the Chair and the Party Group Leads on the Committee.

8. Role and Responsibilities of Party Group Leads on Committees

Party Group Leads on a Committee will:

1. Have a working knowledge of the functions, policies, practices, procedures, services and budgets of the Committee.
2. Assist the Chair and the Vice-chair in the development of the work of the Committee.
3. Attend agenda setting meetings with the Chair and the Vice-chair of the Committee.

9. Leader of the Council

When the Council operates a Committee System, no formal legal powers and duties are vested in the Leader or Deputy Leader under the Local Government Act 1972 or the Local Government Act 2000. In practice, however, all local authorities need to appoint a Councillor to hold the most significant elected Member role within the Council, to be seen as the political head of the Council and to provide a focal point for political leadership and strategic direction, both within the Authority but also to outside organisations, partners, governmental bodies and the community at large.

Role and Responsibilities of the Leader of the Council

The Leader of the Council will:

1. Be the political (rather than ceremonial) leader of the Council, for the benefit of all the Local authority area's communities - its residents, taxpayers, businesses, public bodies and other public authorities.
2. Represent and pursue the interests of the Council in the community and at international, national and regional levels.
3. Be the key contact for outside organisations (including Central Government, Local Authority Associations and Council partners), and internally for the Council's Chief Officers.
4. Be the representative voice of the Council, for example, in its dealings with Central Government, other Local Authorities and their Associations, and positively promote the Council as a whole to the media.
5. Promote the long-term financial, business and economic stability of the Council and the Local authority area.
6. Meet regularly to progress the Council's objectives with Committee Chairs, the Chief Officers, Group Leaders, partner organisations, stakeholders, community representatives, government representatives, local Members of Parliament, etc.
7. To chair meetings of the Strategy and Resources Policy Committee.
8. Promote high standards of corporate governance and ethical conduct throughout the Council including working with all political groups to seek to achieve, where possible, cross party co-operation.
9. Promote and maintain professional working relationships and mutual respect between all Members and officers.
10. Work across the Council, particularly with the Chairs and Vice-Chairs of its Committees and Sub-Committees, and to be responsible for the development and implementation of the Council's strategic vision for the future, policy framework, budgets and other strategies.

Role and Responsibilities of the Deputy Leader

The Deputy Leader will:

1. Assist the Leader of the Council in representing the Council to its residents, stakeholders, and partners and in providing political leadership for the Council and the Local authority area.
2. Assist the Leader in carrying out the key responsibilities associated with the role of Leader (as set out above).
3. Work with the Leader and Committee Chairs on budget and policy development.
4. Undertake the responsibilities of the Leader in their absence.

10. Political Group Leaders

Political groups, and the leader (and any deputy group leader) of a political group, have a formal role under the provisions of the Local Government and Housing Act 1989 and The Local Government (Committees and Political Groups) Regulations 1990 in respect of political balance of Committees and appointments of the Council.

Role and responsibilities of Political Group Leaders

1. To provide the leadership of a political group.
2. To be the principal political spokesperson for the political group.
3. To nominate members of their Group to serve on Committees, Working Groups, outside bodies, etc.
4. To be a representative voice in dealings with government agencies, local authority associations etc.
5. To encourage the highest standards of conduct by members of the group and to work with the Monitoring Officer to resolve complaints informally where appropriate.
6. To appoint group spokespersons and allocate other responsibilities to group members as appropriate.
7. To assist in ensuring appropriate levels of attendance are maintained by group members.
8. To encourage a culture of learning and development among members, including the active participation of group members in briefings, seminars and other learning and development processes.
9. To maintain effective liaison with the other group leaders, including being a member of an informal Group Leaders' meeting, attending Group Leaders' briefings and so forth.
10. To establish and maintain effective working relationships with the Chief Officers and other senior officers and to meet regularly with them in order to keep fully apprised of relevant service issues.

11. Political Group Whip

Political Groups rely on a Political Group Whip to support the Political Group Leader in the effective management of the political group and its relationship with other political groups on the Council.

Role and Responsibilities of a Political Group Whip

1. To support the Political Group Leader in the effective management of the political group.
2. To contribute to the effective management of Council business.
3. To support Council officers in co-ordinating logistical matters for Council meetings and other events.
4. Support the Political Group Leader to encourage the highest standards of conduct by members of the group and to work with the Monitoring Officer to resolve complaints informally where appropriate.
5. To provide pastoral support to members of the political group and to raise confidentially any well-being matters with Council officers.
6. To attend regular Whips meetings.

Member Development Steering Group Terms of Reference 2024-2028

Context

Bristol City Council's Member Development Programme is led by members, for members. Members are champions in their communities. They are negotiators, activists, and critical friends. Councillors understand the challenges and complex needs of being an elected member; and can provide guidance on what is required and how officers can support them.

Purpose

1. Facilitate a planned and strategic approach to member development, taking due consideration to the needs of all Members in the Committee System of Governance.
2. Ensure all Councillors are well equipped with the skills and knowledge to enable them to fulfil their various roles effectively and to the best of their ability.
3. Ensure that all Members have equal access to training and development opportunities.
4. Ensure that the learning and development of Members is recognised as crucial to the Council's reputation and to the success of the Corporate Strategy.
5. Ensure that new Members are fully supported during induction and beyond to allow them to carry out their duties effectively as quickly as possible.
6. Broaden knowledge around Council business, the Corporate strategy, and key policies/strategies.
7. Responsibility for reviewing and updating the Member Development Strategy every election cycle and regular review of the action plan.
8. Support a consistent approach to learning and development for Members
9. Facilitate regular assessment of training needs/records and the learning and development programme by Members.
10. Evaluate the effectiveness of the training programme and the Member Development strategy.
11. Reapply for South West Charter Plus Status accreditation in March 2025.

Membership

The MDSG includes representatives of all political parties. Regular meetings are held informally online.

Officer Support

The following officers will support the steering group:

- Louise DeCordova, Democratic Services Manager
- Taylor Meagher, Democratic Services Officer

Councillor Development Charter

Self- Assessment Evidence Matrix

Use this self-assessment evidence matrix to detail how you meet the requirements (either for Charter or Charter and Charter Plus). Use the evidence column to outline the documents and activities that support your assessment and give some additional detail if needed.

Criterion 1 – There is a clear commitment to councillor development and support				
	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
Page 38	1.1 Political and managerial leadership is committed to the development of councillors	<ul style="list-style-type: none"> • Clear commitment from the top political and managerial leadership • Cross-party councillor development group that meets regularly • Clear councillor development strategy which is embedded into practice and regularly reviewed • Named councillor/s and officer/s responsible for councillor development 	<ul style="list-style-type: none"> • Clear commitment from top political and managerial leadership to share development opportunities across local government tiers (including with parish and town councils) • Strategic approach to forward planning of councillor development 	
	1.2 The council actively promotes democratic participation, publicises the role of councillors as	<ul style="list-style-type: none"> • The council holds a range of activities and events to encourage people to become councillors 	<ul style="list-style-type: none"> • The council takes action to encourage people to become councillors, particularly from underrepresented groups and evaluates the impact and success of the activities 	

Criterion 1 – There is a clear commitment to councillor development and support

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
	community leaders, and proactively engages with underrepresented groups		<ul style="list-style-type: none"> The council provides information on democratic and electoral processes The council builds links with local businesses and employers to promote the role of the councillor 	
1.3 Page 39	The council is committed to ensuring equal access to learning and development for all councillors	<ul style="list-style-type: none"> Statistical analysis of cultural and personal circumstances Timing of councillor development takes account of cultural and personal circumstances All councillors have equal access to development The development programme includes a range of delivery methods to meet different learning styles Councillors are regularly updated on councillor development activities Access to existing and/or necessary new learning continues in challenging times or disruption to 	<ul style="list-style-type: none"> Impact analysis of access is monitored, reviewed and actioned 	

Criterion 1 – There is a clear commitment to councillor development and support

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
1.4	The council has designated resource and budget for councillor development which is adequate to meet priority development needs	<p>business as usual</p> <ul style="list-style-type: none"> • Appropriate and adequate officer resources are in place to support councillor development • Budget is explicit and clearly identified and monitored • Budget reports 	<ul style="list-style-type: none"> • Councillor development and support staff have their own skills development programme • The officer/s are involved in regional and national learning networks to support continuing professional development (CPD) • The budget is properly reviewed, set and prioritised by the cross-party councillor development group 	

Criterion 2 – The council has a strategic approach to councillor development

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
2.1	The council has councillor development strategy in place	<ul style="list-style-type: none"> • The strategy is developed and monitored by the cross-party councillor development group • Strategy identifies priority development needs and makes stated and clear links with council’s corporate/strategic objectives as well as risk management processes for challenging times or disruption to business as usual • The strategy is regularly reviewed (at least once every three years) by the cross-party councillor development group • The strategy includes an induction process that is evaluated after each 	<ul style="list-style-type: none"> • The cross-party councillor development group leads the evaluation of the strategy and implements improvements 	

Criterion 2 – The council has a strategic approach to councillor development

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
		election		
2.2	The council has a structured process for regularly assessing councillors' individual learning and development needs based on focused objectives	<ul style="list-style-type: none"> A process exists to identify individual development needs in the form of a Training Needs Analysis (TNA) or Personal Development Plans (PDP) and is working effectively The council is able to quickly to assess any new and different needs in challenging times or disruption to business as usual, and be able to offer any new learning and development needed 	<ul style="list-style-type: none"> All councillors are offered PDPs and more than half of councillors take them up Council has a process for individual councillor reviews to reflect on strengths and support progression 	
2.2	The various councillor roles are clearly defined and outline how they contribute to the achievement of community, political and council objectives	<ul style="list-style-type: none"> Councillors demonstrate an understanding of the skills and knowledge required in their ward and council wide roles Councillor role descriptions exist and are maintained for all 	<ul style="list-style-type: none"> Role descriptions are used for the recruitment and selection of candidates and to identify and prioritise development needs Role descriptions are used to support succession planning Evidence that councillors are clear about: <ul style="list-style-type: none"> the role of 	

Criterion 2 – The council has a strategic approach to councillor development

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
		<p>key roles including the ward councillor</p> <ul style="list-style-type: none"> Councillors are clear about what the council is trying to achieve and the key role they play in this as councillors 	<p>partner bodies ◦ the role of other stakeholders ◦ their own role on partner bodies ◦ their own role in relation to other stakeholder bodies</p>	
2.4	The council has a structured process for assessing current and future leadership and executive team development needs	<ul style="list-style-type: none"> Structured process to assess current and future leadership development needs This takes into account corporate risk management planning for any challenging times or disruption to business as usual A development plan is in place that supports the top political and management teams in learning about each other and working effectively together Leadership development is used to support future 	<ul style="list-style-type: none"> Leaders, cabinet members and chairs have identified and undertaken development appropriate to their responsible area A programme to develop the next generation of leaders is in place as part of the council's approach to succession planning 	

Criterion 2 – The council has a strategic approach to councillor development

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
		succession planning		
2.5	There is a corporate councillor learning and development plan in place	<ul style="list-style-type: none"> The plan links to council’s corporate objectives and the development of councillors The plan includes individuals, committees and political leadership needs 	<ul style="list-style-type: none"> The plan clearly prioritises learning and development that supports the corporate objectives 	

Criterion 3 – Learning and development is effective in building skills and knowledge

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
3.1	Investment in learning and development is regularly evaluated and improvements implemented	<ul style="list-style-type: none"> • Evaluation strategy is in place to analyse the cost and benefits of councillor development • Evaluation and improvement processes take into account corporate risk management and reviews taken during/after any times of in challenging times or disruption to business as usual • Political and managerial leadership display a good understanding of both the costs and benefits of development activities • Councillors can describe why they did certain activities, what they learnt and what difference it has made to them carrying out their 	<ul style="list-style-type: none"> • Evaluation strategy is in place to analyse the impact of councillor development activities • Some form of impact assessment at the corporate and community level exists and is used to evaluate the impact of development (e.g. feedback from partners is actively sought) • Case studies of how learning and development has impacted on individual and corporate performance • There are links to an evaluation strategy • Evaluation outcomes inform change and drive continuous improvement • A quality assurance process is in place 	

Criterion 3 – Learning and development is effective in building skills and knowledge

	Elements	Requirements for Charter	Requirements for Charter Plus	Evidence
		<p>various roles</p> <ul style="list-style-type: none"> • Continuous improvement in the approach to developing councillors is identified and implemented 		
3.2	<p>Learning is shared with other councillors and, where appropriate, with officers and stakeholders to encourage capacity building and a culture of learning across the council and externally</p>	<ul style="list-style-type: none"> • Knowledge and learning are shared with councillors’ peers, officers and others as with other councils and organisations and particularly in challenging times or disruption to business as usual 	<ul style="list-style-type: none"> • There is an effective process in place for disseminating, sharing and exchanging knowledge and learning 	

Page 46

Values and Ethics Sub Committee

3rd November 2023



Report of: Service Director Legal & Democratic Services (Monitoring Officer)

Title: Member Development Update

Ward: Citywide

Officer presenting report: Louise deCordova, Democratic Services Manager

Recommendation

That the Committee considers and comments on the update in relation to the planning phase of the Member Induction and Refresher Programme in 2024.

Summary

The Member Development Steering Group is planning a comprehensive programme of activity related to Member Development for Members following the elections in 2024, as set out in the report. It is an appropriate time to seek feedback on the proposed plans so far and to inform the implementation phase of the programme.



Policy

1. Responsibility for Member Development sits with the Member Development Steering Group and it's been agreed that the Values and Ethics Sub Committee of the Audit Committee will retain a watching brief. Membership of the Member Development Steering Group can be found at Appendix A.
2. The City Council is committed to supporting Members with their development to ensure they have the necessary training to discharge their democratic duties.

Consultation

Internal

3. Member Development Steering Group

External

4. Not applicable.

Member Development 2024 - Planning Phase

5. The Member Induction and Refresher Programme is being prepared in conjunction with the Member Development Steering Group and delivery will commence in May 2024:
 - Preparation and planning of Member induction and refresher training topics, to be offered in up to three online sessions at different times of day and clearly categorised as Essential, Highly Recommended and Recommended topics to support prioritisation and attendance.
 - It is suggested that this could be delivered in a 3-phased approach:
 - Phase 1 (May-June) – Essential and time critical sessions
 - Phase 2 (July-September) – The remainder of the induction programme
 - Phase 3 (October-December) – Informed by an all-member survey to focus opportunities for a deeper dive into selected topics.
 - A partnership with the Local Government Association to provide specific training to prepare elected members for the change to decision making in a committee model of governance.
 - Several one-off events arranged to support Members and ensure a smooth start to their term of office including ICT Support; Virtual City Tours; Policy Briefings and the opportunity to Meet Senior Leaders from each Directorate.
6. In addition, the project covers a number of different work streams, which are as set out below;
 - a. Councillor Welcome Pack
Provision of a welcome pack for newly elected Councillors, at the election declaration. This will contain essential information to ensure Councillors are aware of the 'must knows' to get them through their first few days of office.

- b. Swearing in Ceremony
The Swearing in Ceremony is proposed for Tuesday 7th May 2024, which will include a range of other activities such as distribution of IT equipment; completion of essential documentation; HR advice; and the taking of professional photographs etc.
- c. Councillor Sharepoint site
A refresh of the Councillor Sharepoint site which is the comprehensive, online resource for Members, and includes an Information Guide consisting of fact sheets about a wide range of Council services and topics of interest; advice about how to obtain support; training opportunities; and ward data.
- d. Councillor Link Scheme
A refresh of the Councillor Link Scheme where Members have the opportunity to be paired with a senior officer to act in an informal mentoring role/provide orientation to the Council.
- e. Councillor ICT provision
Working with the Members ICT Working Group to review Councillor ICT provision, ICT training and ongoing ICT support, ensuring that a choice of equipment is available to meet the needs of elected representatives, that training is appropriate and there is clear signposting of where to go for help.
- f. Feedback and Evaluation
An embedded feedback mechanism (via a short online survey) so Councillors are routinely invited to comment on the training they have received and make suggestions for improvements.
- g. Councillor Training Records
The design and implementation of a training log of all training undertaken during the induction and in relation to special responsibilities and Committee allocations will be kept by Democratic Services.

Member Development - Next Steps

- 7. It is proposed that work continues with the Member Development Steering Group to finalise the activities set out in the planning phase above; with a view to providing an update to the Value and Ethics Sub Committee on the progress around delivery of the agreed activities in March 2024.

Other Options Considered

- 8. None necessary.

Risk Assessment

- 9. Not applicable.

Legal and Resource Implications

Legal implications:

10. Not applicable.

Financial:

(a) Revenue

11. An annual budget is allocated for Member development, and to provide administrative support for the delivery of training and facilitating the Member Development Steering Group.

(b) Capital

11. Not applicable.

Land/Property:

12. Not applicable.

Human Resources:

13. Not applicable.

Appendices:

A – Membership of the Member Development Steering Group

Member Development Steering Group Membership

- Councillor Bailes
- Councillor Classick
- Councillor Brown
- Councillor Goulandris
- Councillor Hopkins
- Councillor Massey
- Councillor Michellat
- Councillor Stafford-Townsend
- Councillor Stone
- Named substitute: Cllr O'Rourke
- Named substitute: Cllr Rippington