

Values and Ethics Sub-Committee

Agenda



Date: Monday, 26 July 2021

Time: 2.00 pm

Venue: The Council Chamber - City Hall, College Green, Bristol, BS1 5TR

Distribution:

Councillors: Adebola Adebayo, Tony Dyer, Zoe Goodman, Gary Hopkins and Jonathan Hucker

Copies to: Nancy Rollason (Head of Legal Service), 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: Friday, 16 July 2021



Agenda

1. **Welcome, Introduction and Safety Information**
2. **Apologies for Absence**
3. **Declarations of Interest**
4. **Minutes of the Previous Meeting**
(Pages 3 - 4)
5. **Value & Ethics Work Programme**
(Pages 5 - 12)
6. **Code of Conduct**
(Pages 13 - 15)
7. **Member Development**
(Pages 16 - 69)



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

24 June 2021 at 5.00 pm



Members Present:-

Councillors: Adebola Adebayo, Zoe Goodman, Gary Hopkins, Jonathan Hucker and Tony Dyer

Officers in Attendance:-

Louise deCordova (Democratic Services Manager) and Simba Muzarurwi (Chief Internal Auditor)

1 Welcome, Introduction and Apologies for absence

The Chair led introductions.

No apologies for absence were received.

2 Declarations of Interest

None received.

3 Minutes of the Previous Meeting

RESOLVED The minutes of the previous meeting were agreed as a correct record.

4 Honorary Alderman Nomination

Louise De Cordova introduced the report and highlighted the following points:

- The V&E Sub-Committee is asked to consider a nomination from the Conservative Group for former Councillor Peter Abraham to be made an Honorary Alderman.
- This recommendation will then go to Full Council for approval.
- There are certain criteria for the nomination as set out by Full Council in 2017. It was confirmed that these had been met in this case.

Discussion Notes:



- It was noted that an alderman was once appointed who did not qualify under the criteria, but PA clearly meets or exceeds them.
- The committee congratulated PA on his outstanding 55-year record of public service, including holding the position of Lord Mayor 3 times.
- There are several south Bristol Councillors on the committee who noted that PA was originally elected in 1966 for Stockwood Ward and commended his work in that area.
- PA has served in every conceivable position and on every committee at the council.
- PA said that he would serve as a Councillor until England won the world cup again and the committee regrets he was not able to see this come to fruition.
- The committee is looking forward to hearing more about PA's story at the full council meeting.

RESOLVED the Value and Ethics Sub-Committee Unanimously approves that Peter Abraham should be recommended to Full Council as an Honorary Alderman.

Meeting ended at 5.30 pm

CHAIR _____



Values and Ethics Sub Committee

26th July 2021



Report of: The Monitoring Officer – Director of Legal and Democratic Services

Title: Value & Ethics Sub Committee Work Programme

Ward: N/a

Officer Presenting Report: Democratic Services Manager

Recommendation

That the Committee considers and approves the proposed Value and Ethics Sub Committee Work Programme for 2021/22.

The significant issues in the report are:

As set out in Appendix B.

Policy

1. The Values & Ethics Sub-Committee supports the Authority's duty to promote and sustain high standards of conduct within the council. The key functions of the Sub Committee include Code of Conduct, oversight of Member Development and consideration of alderman nominations. The full terms of reference are set out in Appendix A.

Context

2. The report is being presented to the Values and Ethics sub-committee to consider a proposed work programme for 2021/22 as set out in Appendix B.

Other Options Considered

3. Not applicable.

Risk Assessment

4. Not applicable.

Legal and Resource Implications

5. Not applicable.

Financial / Land / Human Resources

6. Not applicable.

Appendix A – Updated terms of reference for the Audit Committee, including terms of reference for the Values & Ethics Sub-Committee

Appendix B – Proposed Work Programme for 2021/22

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers: Localism Act 2011**

Terms of Reference for the Audit Committee

Composition of the Committee

The Audit Committee comprises nine members of the Council and up to two independent members. The independent members are appointed by the committee. The Chair and Vice-Chair of the committee shall be confirmed by the Audit Committee as per committee procedure rules. Party Group Leaders are not eligible to sit on the Audit Committee.

A minimum of three councillor members of the Audit Committee will be present for the meeting to be deemed quorate.

The Committee may not appoint any person as an independent member who is an active member of any political party, defined as any person who engages in political activities which would not be permissible if that person was an officer holding a politically-restricted post within the Council. Independent membership may only be made if the person has particular knowledge or expertise in the functions for which the Committee is responsible.

The Committee will meet at least five times a year and will maintain the technical capability to discharge the Audit Committee responsibilities of the Council. The Chair of the Committee may convene additional meetings, as deemed necessary.

The Audit Committee may hold separate meetings with External / Internal Auditors without officer or executive representation. The Committee should hold at least one such meeting annually with External and Internal Auditors.

Objectives or Purpose

- To provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performance to the extent that it affects governance, the authority's exposure to risk and weakness of the control environment, and to oversee the financial reporting process.
- To review matters relating to Internal Audit, external audit, risk management, governance, assurance statements, anti-fraud and anti-corruption arrangements.
- To enhance and promote the profile, status and authority of the Internal Audit function and to demonstrate its independence.
- To contribute towards making the authority, its committees and departments more responsive to the audit function.
- To review compliance with the relevant standards, codes of practice and corporate governance policies of the Council.

1. Audit Activity

- 1.1 To approve the Internal Audit Charter and Strategy and monitor its progress.
- 1.2 To approve the Internal Audit annual plan of work and monitor unscheduled work that could potentially divert audit resources away from a plan, and monitor performance against those plans, ensuring that there are no inappropriate scope or resource limitations.
- 1.3 To suggest work for Internal and External Audit.
- 1.4 To consider the Annual Report and opinion of the Head of Internal Audit and a summary of Internal Audit activity and the level of assurance it can give over the Council's corporate governance arrangements prior to approving the Annual Accounts.
- 1.5 To oversee and provide assurance to the Council on the provision of an effective internal audit service and consider the main issues arising from summary Internal Audit reports, and seek assurance that action has been taken where necessary, particularly in areas of high risk.
- 1.6 To consider reports dealing with the management and performance of the Internal Audit function, including the external peer review and reports on the results of the Quality Assurance and Improvement Programme in order to gain assurance on the effectiveness of the Internal Audit function.
- 1.7 To monitor the implementation of agreed actions within reasonable timescales.
- 1.8 To consider the External Auditor's Annual Inspection Letter, relevant reports and the reports to those charged with governance in the process for the approval of the Annual Accounts.
- 1.9 To consider specific reports as agreed with the External Auditor to ensure agreed action is taken within reasonable timescales.
- 1.10 To comment on the scope and depth of the external audit work and to ensure it gives value for money.
- 1.11 To liaise with Public Sector Audit Appointments Limited over the appointment of the Council's External Auditor.
- 1.12 To consider the reports of inspection agencies relevant to the Council.
- 1.13 To undertake an annual review of the effectiveness of the system of Internal Audit.
- 1.14 To oversee the appointment / dismissal of the Chief Internal Auditor.

2. Regulatory Framework

- 2.1 To receive assurance reports on the effectiveness of the Council's Constitution in respect of contract procedure rules, financial regulations, codes of conduct and behaviour and to periodically consider proposed changes to the Constitution in order to make recommendations for amendments to Full Council.
- 2.2 To review any issue referred to it by the Head of Paid Service or Executive Director or any Committee of the Council.
- 2.3 To monitor the effective development and operation of risk management and corporate governance throughout the Council.
- 2.4 To monitor Council policies on whistleblowing and anti-fraud and anti-corruption policies, including the Council's complaints process.
- 2.5 To review the Council's Annual Governance Statement prior to approval, considering whether it properly reflects the risk environment and supporting assurances, and recommend its adoption for publication with the annual accounts, together with associated plans for addressing areas of improvement and advising the Council as appropriate.
- 2.6 To review the arrangements for corporate governance, including the Code of Corporate Governance, to agree necessary actions to ensure compliance with best practice and to recommend to Full Council as appropriate.
- 2.7 To review the Council's framework of assurance, for example Assurance maps, and ensure that it adequately addresses the risks and priorities of the Council.
- 2.8 To review the Council's compliance with its own and published national standards and controls.
- 2.9 To review assurances and assessments on the effectiveness of the Council's arrangements to secure value for money.
- 2.10 To review the assessment of fraud risk and potential harm to the Council from fraud and corruption and to monitor the use of resources to address fraud risk.
- 2.11 To report as appropriate to Full Council on issues which require their attention or further action.

3. Accounts

- 3.1 To approve the annual Statement of Accounts. Specifically to consider whether appropriate accounting policies have been followed and whether there are concerns

arising from the financial statements or from the audit that need to be brought to the attention of the Council.

- 3.2 To consider, in the context of approving the Accounts, the External Auditor's report to those charged with the governance issues arising from the audit of the accounts.
- 3.3 To review the Council's Treasury Management Strategy and policies, and make recommendations to Full Council for approval.

4. Risk Management

- 4.1 To consider the effectiveness of the Council's risk management arrangements including reviewing the Risk Management Policy and the Corporate Risk Register.
- 4.2 To provide assurance to the Council, in the Committee's Annual Report, on the effectiveness of risk management arrangements in place.
- 4.3 To seek assurances that action is being taken on risk-related issues.
- 4.4 To be satisfied that the Council's assurance statements, including the Annual Governance Statement, properly reflect the risk environment and any actions required to improve it.

5. Accountability Arrangements

- 5.1 To report to Full Council on an annual basis on assurances received significant control issues, the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.

Values and Ethics

The Audit Committee shall appoint a Values and Ethics Sub-Committee

Composition of Values and Ethics Sub-Committee

4 Elected members of the Audit Committee (one from each political group represented on the committee), and one independent member, chaired by an independent member.

Terms of Reference for Value & Ethics Committee

To deal with all matters relating to the ethical framework affecting members of the Council under Part 1 Chapter 7 Localism Act 2011 as amended and all other relevant legislation including regulations, directions and guidance. This shall include, but not be limited to:-

1. The promotion of the highest standards of behaviour by members of the Council, including the Mayor, councillors, independent members and co-optees.
2. Advising the Council on the adoption and operation of the Member Code of Conduct, making recommendations for change as the Committee sees fit.
3. Training all members in the operation of the Member Code of Conduct and ensuring it is well publicised both within and outside the Council.
4. The adoption, implementation and maintenance of a procedure for dealing with allegations of breach of the Member Code of Conduct; including monitoring and review and amending it from time to time as the Committee sees fit.
5. Dealing with allegations of Breach of the Member Code of Conduct, where these are referred to them by the Monitoring Officer, and the imposition of sanctions as appropriate in accordance with the law, the Council's Constitution and relevant procedures adopted by the Council.
6. Consideration of applications for dispensation to allow members to participate in consideration of matters in which they would, but for a dispensation, not be able to participate, in circumstances permitted by law.
7. To adjudicate on any dispute relating to the payment of Members' Allowances or expenses under the Members' Allowances scheme in force from time to time.
8. To review the Council's use of the powers available to it under the Regulation of Investigatory Powers Act 2000.
9. Conferring of Alderman/Alderwoman status and the criteria for such awards.
10. To lead on member development and enhance the role of members as city leaders and community councillors.
11. To review compliance of the Mayor and Councillors in terms of mandatory training.
12. To have oversight of the Register of Members' Interests.
13. All things necessary or in the opinion of the Committee appropriate to fulfil the role and remit of a Values and Ethics Committee as defined by law or the Council's Constitution.

As at 25/05/21

Appendix B: Value and Ethics Sub Committee

Draft Work Programme 2021/22

Topic	Date
1. Member Development /Mandatory training	July 2021
2. Conferring of Alderman/Alderwoman status	September 2021
3. Register of Members Interests /Dispensations	November 2021
4. Member's Allowances	January 2022
5. Regulation of Investigatory Powers Act 2000	March 2022

Values and Ethics Sub Committee

26th July 2021



Report of: The Monitoring Officer – Director of Legal and Democratic Services

Title: Code of Conduct Guidance Notes for Councillors

Ward: N/a

Officer Presenting Report: Democratic Services Manager

Recommendation

That the Committee considers, comments on the proposed monthly schedule of Code of Conduct, Standards and Ethics guidance notes.

That the Committee approves the issuing of monthly guidance notes as part of the ongoing Member Development offer.

The significant issues in the report are:

As set out in the report and Appendix A to the report.

Policy

1. The Localism Act 2011 places a duty on the Council to promote and maintain high standards of conduct by members and co-opted members of the authority and to adopt a code dealing with the conduct that is expected of members and co-opted members of the authority when they are acting in that capacity. Codes of conduct must be consistent with the following principles; selflessness, integrity, objectivity, accountability, openness, honesty, leadership.

Context

2. The report is being presented to the Values and Ethics sub-committee as the Code of Conduct, Standards issues and Member Development are within this committee's terms of reference. Committee is therefore asked to a) consider and comment upon the proposed schedule of Code of Conduct guidance notes topics as set out in Appendix A and b) approve Officers to draft and circulate the guidance notes throughout Members' terms of office.

3. It is proposed that Officers produce a series of monthly Code of Conduct guidance notes commencing in August/September 2021. These guidance notes follow on from the Code of Conduct and Ethics Induction and Refresher sessions delivered to Members in May 2021 and form part of Member's ongoing Member Development offer.

4. The guidance will be promoted and circulated via the internal MATI email address as well as provided on the internal Councillor Sharepoint site for ease of reference. It is an opportunity to bring the Member's Code of Conduct to life in practical ways and respond to some of the frequently asked standards and ethics questions received from Members.

Other Options Considered

5. Not applicable.

Risk Assessment

6. Not applicable.

Legal and Resource Implications

7. As set out in the report

Financial / Land / Human Resources

8. Not applicable.

Appendix 1 – Proposed Schedule of Code of Conduct Guidance Notes

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: Localism Act 2011

Appendix A: Proposed Code of Conduct/Ethics Guidance Note Topics

It is proposed that Officers produce a series of monthly Code of Conduct guidance notes commencing in August/September 2021. These Guidance Notes follow on from the Code of Conduct and Ethics Induction and Refresher sessions in May 2021 and form part of Members' ongoing Member Development offer.

The guidance will be promoted and circulated via the MATI email address as well as provided on the internal Councillor Sharepoint site for ease of reference.

It is an opportunity to bring the Member's Code of Conduct to life in practical ways and respond to some of the frequently asked standards and ethics questions.

Key topics include:

a. Members' Code of Conduct

A reminder of the key principles and obligations within this Code and a summary of responses to frequently asked questions.

b. Member Officer Protocol

A look at the key principles and guidance on the respective roles and their relationship with each other.

c. Planning and Licencing Protocols

An opportunity to look at code of conduct and standards issues that may arise for Members when sitting on regulatory committees.

d. Gifts and Hospitality

To provide additional guidance with respect to the requirement for Member's to declare gifts, benefits or hospitality and maintaining their public register of gifts and hospitality.

e. Declarations of Interests

Guidance for Members on disclosable pecuniary interests, compliance with the statutory requirements to register, disclose and withdraw from participating in relevant matters and ensuring the public register is up to date.

f. Access to Information

Guidance on Member's compliance with their legal obligations in respect of exempt or confidential information, and the requirement not to disclose exempt or confidential information to any third party.

g. Pre-election Protocols

To issue refreshed guidance regarding restrictions placed upon officers and members and the way that some Council business can be conducted e.g. meetings, consultations.

Values and Ethics Sub Committee

26th July 21



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

Title: Member Development Update

Ward: Citywide

Officer presenting report: Lucy Fleming, Head of Democratic Engagement

Recommendation

That the Committee considers and comments on the update in relation to implementation of the Member Induction and Refresher Programme and the proposed next steps for Member Development.

Summary

A comprehensive programme of activity related to Member Development has been put in place for Members following the elections in 2021, as set out in the report. It is an appropriate time to seek feedback on progress so far and confirm the next tranche of work to improve the support available to Members.



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, Party Group Leaders and Whips.

External

4. Not applicable.

Member Development – progress to date

5. The Member Induction and Refresher Programme has been prepared in conjunction with the Member Development Steering Group and delivery commenced in May 21. The project covers a number of different work streams, which are as set out below;
 - Provision of a welcome pack for newly elected Councillors, which was given to them at the declaration. This contained essential information to ensure Councillors were aware of the 'must knows' to get them through their first few days of office.
 - Arranging the Swearing in Ceremony on Monday 10th May 21, which included a range of other activities such as distribution of IT equipment; completion of essential documentation; HR advice; provision of ID; and the taking of professional photographs etc.
 - Production of a comprehensive, new online resource for Members, which includes an Information Guide consisting of fact sheets about a wide range of areas of interest; advice about how to obtain support; training opportunities; and ward data.
 - Delivery of 72 different Member induction and refresher training topics, each offered in two online sessions at different times of day.
 - Several one-off events arranged to support Members and ensure a smooth start to their term of office including ICT Support; Virtual Tours; and the opportunity to Meet Senior Leaders from each Directorate.
 - Introduction of a new Councillor Link Scheme where Members had the opportunity to be paired with a senior officer to act in an informal mentoring role/provide orientation to the Council. This was taken up by 13 Members.
 - Working with Members to review Councillor ICT provision and ensure that a choice of equipment was available to better meet the needs of elected representatives.
 - Embedding a 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.
 - Production of a new Member Development Strategy (previously approved by the Values and Ethics Sub Committee in March 21). The Strategy sets out the Council's commitment and approach to continuous Member development, and the opportunities that are

available to all elected representatives. See Appendix B.

Member Development - Next Steps

6. The proposal for the next phase of Member Development activity is to work with the Member Development Steering Group, Values and Ethics Sub Committee and/or Whips and Party Group Leaders to achieve the following;
 - Undertake a review of the Member Induction and Refresher Programme (and associated projects) in order to identify any gaps/remedial action and inform a new protocol to be used following the next local elections in 2024.
 - Complete regular evaluation of the Member Development offer including progress against the key performance measures, as set out in Section 7 of the Member Development Strategy (see Appendix B).
 - Agree, plan and implement the additional training required for Members post induction, both collectively and individually.
 - Recommence the regular fortnightly Member briefings (in September 21).
 - Apply for South West Council's accreditation for Member Development. The objective of the scheme is to;
 - o *Encourage Councils to develop an effective strategy or approach to Councillor development*
 - o *Recognise those Councils that have developed an effective approach*
 - o *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. Additional details about the award can be found [here](#).

- Work with the Party Group Leaders to introduce a voluntary scheme where Members are offered Personal Development Plans, if they would like them.
- Rolling out online training records for all Councillors.
- Continually reviewing the Councillors' online resource portal to ensure it remains current and meets evolving needs.
- Schedule updates for the Values and Ethics Sub Committee every six months on the progress around delivery of the agreed activities.

Other Options Considered

7. None necessary.

Risk Assessment

8. Not applicable.

Legal and Resource Implications

Legal implications:

9. Not applicable.

Financial:

(a) Revenue

10. 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
- B – Member Development Strategy 2021-24
 - B1 - Member Development Strategy Action Plan
 - B2 - Member Induction Programme – 21/22 – Overview of Topics
 - B3 - Member Development Steering Group Terms of Reference
- C – South West Council’s Charter Status Requirements

Membership of the Member Development Steering Group for 21/22

Note – this membership is subject to change following discussion with the Whips

- Councillor Alex Hartley
- Councillor Chris Davies
- Councillor Guy Poultney
- Councillor David Wilcox
- Councillor Hibaq Jama
- Councillor Farah Hussain
- Councillor Henry Michallat
- Councillor John Geater



Member Development Strategy

2021-2024

This Strategy has been created by Bristol City Council Elected Members with support from officers.





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Foreword

Introduction from the Chief Executive

With increasing pressures on local authorities it's more important than ever that we ensure that every elected representative has access to the knowledge and skills necessary to function at a high level. Covid 19 has presented new challenges which have required Members¹ and officers to be even more responsive and flexible as we navigate the way ahead.

As Councillors undertake their responsibilities as community leaders, in strategic functions and regulatory roles, we will work to ensure that learning and development is appropriately focused, well delivered and that resources are used effectively to achieve maximum benefit. This will help to ensure that we can all play a leading role in driving forward our recovery in a city of hope and aspiration where everyone can share in its success.

The Bristol City Council Member Development Strategy sets out our commitment to continuous Councillor development, our approach and the opportunities that are available to all elected representatives.

As a Council, we recognise that the learning and development of Members is crucial to our success and will bring wider benefits to both the organisation and our citizens.



Mike Jackson,
Chief Executive



Introduction from the Member Development Steering Group

Our cross-party Steering Group has been established to oversee and shape the Member Development programme. 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 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 equality of access to development and training remains a guiding principle.

Case study

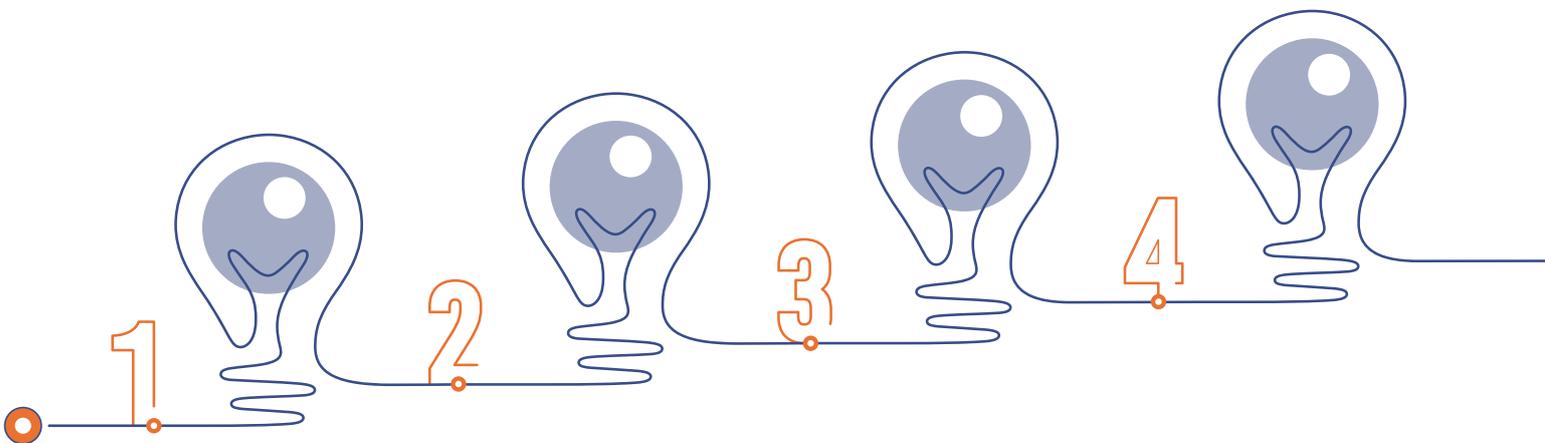
The induction is a crucial part of understanding our roles as Councillors and how the council is run, but this information is vast, so it's always useful to go back to it during your term and have a refresh. Thankfully the Council has a vast library of online paper free resources available 24/7 via their intranet sites. As well as the online resources, what I found to be the most helpful thing when becoming a Councillor, was finding a colleague to mentor me; a fellow Councillor with experience who could guide me in the right direction. This year the Member Development Steering Group have approved a Councillor Link Scheme to include senior officers, which will provide excellent additional support, especially to new Councillors.

Councillor Don Alexander



Member Development - The Journey So Far

- 1** Following the Council’s first ‘all out’ elections in 2016, we provided a comprehensive Member Induction Programme for a wide range of new Members. Many opportunities arose from delivering training and support at a large scale, however, there were also some learning points, particularly with regard to the types of learning available; ‘overload’ of information; and adapting training and guidance to suit Members with all levels of understanding and experience.
- 2** As an organisation, we have renewed our commitment to supporting Members with their development needs and we will ensure that the programme of activities for the 21/22 cohort offers learning in a broader range of topics and skills, and meets our commitment to accessibility.
- 3** When designing the ongoing Member Development Programme, officers and Councillors will work together to ensure that it reflects best practice, and the overarching objective is to achieve South West Council’s Member Development accreditation by the end of the 21/22 Municipal Year.



Purpose and Aims

- 4 This Strategy sets out the City Council’s commitment to supporting Members with their development, 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.
- 5 The Member Development Strategy will closely align to the [City Council’s Corporate Strategy 2018-2023](#) by ensuring that all activities contribute to the delivery of the following strategic themes/key commitments;

5.1 Empowering and Caring

We will ensure that Councillors are supported to become effective leaders enabling them to empower communities and individuals.

5.2 Fair and Inclusive

All Councillors will have access to quality learning opportunities, and these will be tailored to suit individual circumstances where required.

5.3 Well Connected

We will support Councillors to engage with local communities and ensure residents’ views are represented in democratic decision making.

5.4 Wellbeing

Councillors will have access to various tools to help them to support and promote wellbeing amongst their constituents, but also to look after their own physical and mental health.

- 6** 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;
- 6.1** Ensuring compliance with mandatory training (as agreed with the Whips) on areas such as data protection and information security.
 - 6.2** Providing all key policy, procedural and legal information before Members are required to participate in decision making.
 - 6.3** Embedding a framework in order to assist Members with community work, including support with managing workloads and pressures.
 - 6.4** Ensuring Members are able to perform any 'special responsibilities' relating to additional duties and roles they may undertake.
 - 6.5** Offering the opportunity to participate in continuous development through a variety of methods.

Case study

As a long serving Councillor, I understand the importance and value of member development and the opportunity it brings to feel confident, as well as connected to the services that are delivered across the city. Regular updates on policy and processes have helped me serve my ward better over the years. The induction programme can be a lot to take in so revisiting the resources available really can help. Once you start demystifying who does what, and why, you can start to perform effectively as a Councillor.

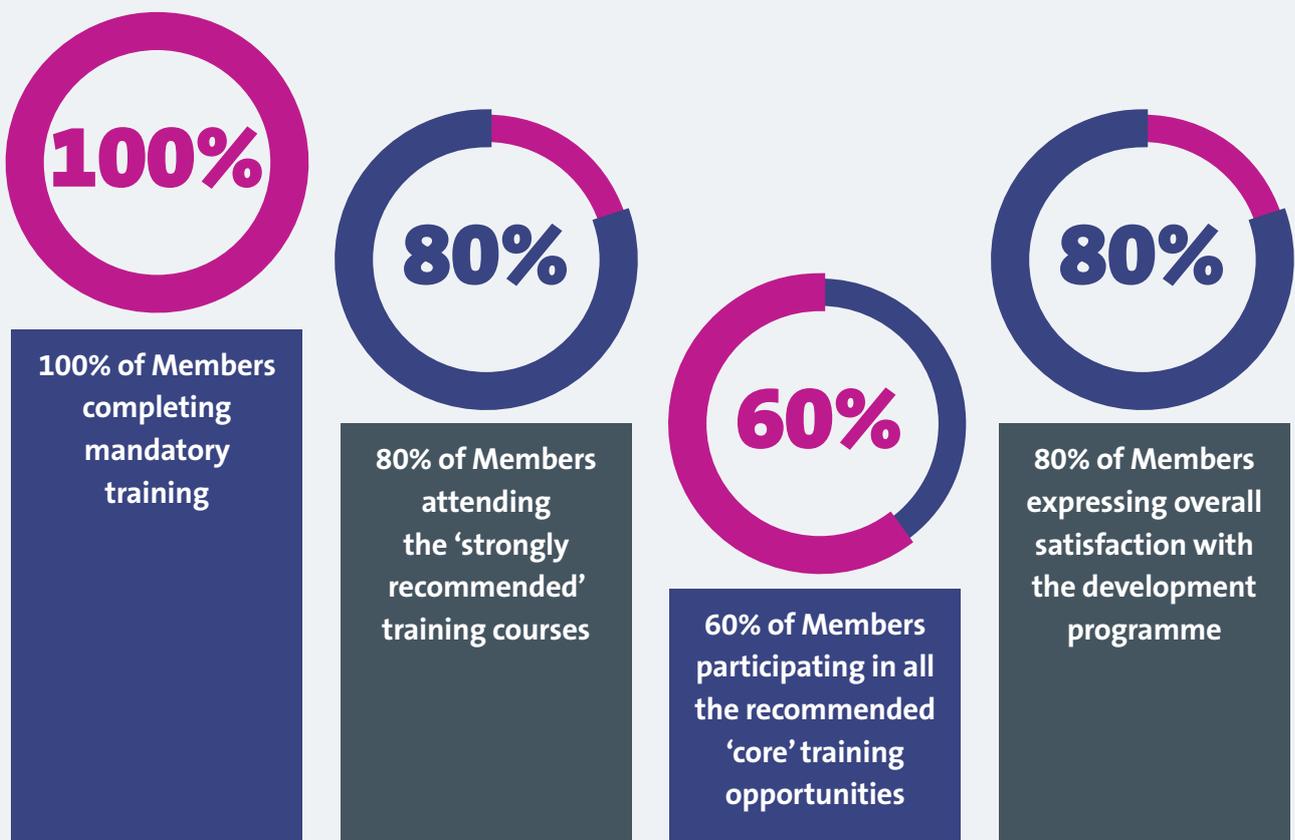
Councillor Lesley Alexander

Aims and Key Performance Measures

7 Our Aims and Key Performance Measures are:

7.1 To ensure that all Members have consistent and equal access to training and development opportunities, providing the resources required to support those with access needs. We will monitor this with an annual survey as well as feedback on non-attendance and potential barriers.

We will measure success by achieving the following during the 21/22 Municipal Year;



7.2 Broaden knowledge around Council business and ensure that Members feel confident that they have the skills to fulfil all their duties effectively, including ward work, performance management and decision making. We will monitor this via the annual survey to Members.

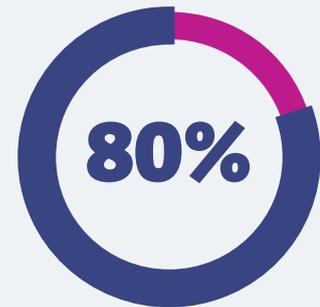
We will measure success by achieving the following during the 21/22 Municipal Year;



80% of Councillors reporting that they feel they have the skills to fulfil all their duties.

7.3 Evaluate the effectiveness of the training programme to ensure continuous improvement. We will monitor this by asking each training provider to set out the learning objectives for each session offered and asking Members to advise whether they believe these have been achieved.

We will measure success by achieving the following during the 21/22 Municipal Year;



80% of Members reporting that the objectives of each learning/training session have been met.

7.4 Obtain South West Council's Charter Status accreditation for Member Development by May 2022.

We will measure success by ensuring that;

South West Councils' Charter Status accreditation is secured by May 2022.

Equalities and Inclusion

- 8** 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’ [Equality and Inclusion Policy and Strategy](#) will underpin how we design and deliver the Member Development programme but in particular we will;

- 8.1** 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.
- 8.2** Offer strongly recommended training on equalities and inclusion to all Councillors on an annual basis. This will provide Members with the skills necessary to comply with the Public Sector Equalities Duties.
- 8.3** Provide advice and guidance to Members setting out how to interpret and evaluate the Equalities Impact Assessments completed for formal reports.



Ethical Standards

- 9 Members sign up to the City Council's [Code of Conduct](#) upon accepting their term of office, which includes a commitment to upholding the Seven Principles of Public Life, outlining the requirements around ethical standards. Details below;

Selflessness

Holders of public office should act solely in terms of the public interest.

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.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

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.

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.

Honesty

Holders of public office should be truthful.

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 doing the following:

- 9.1** Ensure Members are fully briefed about their roles and responsibilities and that all essential requirements regarding compliance with Codes, Protocols and Declarations are met.
- 9.2** Provide ongoing training, advice and guidance to Members in respect of ethical matters as and when required.
- 9.3** Facilitate a range of training and support to assist Members to conduct their roles as effective community leaders.



Member Development Programme

- 10** The Member Development offer for 21/22 will be delivered via an induction and refresher programme of intense activity over the first 6 months, followed by ongoing targeted training and support for the remainder of the 3-year term. The Programme will be flexible in order to adapt to meet changing needs in the event of challenging times or disruption to 'business as usual.'

Case study

The best piece of advice I can give any new starter is do not be afraid to ask for help. The member training and induction is there to educate and support you and to help you avoid making assumptions. In the first 3 months you will be introduced to lots of services, BCC staff, party members, people and legislation. The member induction and training will help you make sense of it all. Remember to ask if unsure about something as member development officers will explain and support you if you need it.

Councillor Tony Carey



Member Induction and Refresher Programme

11 The Member Induction and Refresher Programme for new and returning Councillors is relevant for all Members (see Appendix C) and will consist of a wide range of sessions providing overviews, legislative and policy updates to all key Council areas to include:

- The Council's budget
- Corporate priorities
- Committee specific (including audit, HR and regulatory) sessions
- 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.



Case study

My initial focus when becoming a Councillor was understanding the practical things such as using ICT, getting to know officers, and completing induction sessions. After this, the focus fell on understanding the problems in the city by attending regular and incredibly helpful briefings and receiving statutory training to sit on Planning and Licensing Committees (every ward Councillor will receive casework on this!). Other useful training for me has been around improving personal skills such as negotiation, stakeholder working, public speaking, and networking.

Councillor Martin Fodor

Personal Development Plans

- 12** If Members wish to be supported with their Personal Development Plans, we can offer a structured process for regularly assessing their individual learning and development needs. This will be conducted by officers in conjunction with the relevant Party Group Leader.

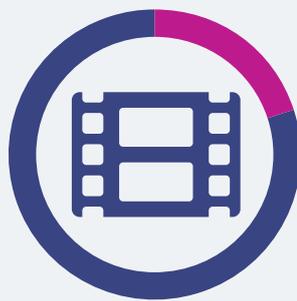


Training Delivery Methods

- 13** We will use a wide variety of in person and/or virtual formats to deliver training, 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**



**Personal
development
planning discussions**



**Peer to peer
learning between
Councillors and
information sharing
including with key
external partners**

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

New Learning and Development Opportunities

- 14** All communications regarding the induction and refresher programme of activities for new and returning councillors will be shared in an Elected Member Welcome Pack, and published on the internal Councillor Sharepoint site. As new learning and development opportunities arise throughout the municipal year, these will form part of our ongoing member development offer e.g. through the provision of internal Member Briefings covering emerging topics or via links with external training providers such as the Local Government Association (LGA).
- 15** All training events will clearly set out the goals and objectives of each session and highlight the relevance to Members.

Case study

You might think that Member Development is only for new Members, but as one of the longest serving councillors here, and having held many different positions in the Council, I still highly value all sorts of training, whether delivered by our own Council officers, by national or regional organisations, or by experts outside the local government field.

Learning from other local authorities and other councillors is one of the best ways that I know for us to look at what Bristol does, and see how that measures up to other's experience and practice. I always come back from training with questions both to stretch myself, and to ask of professionals.

All of this learning can be put to good use in your role as a ward member, on Scrutiny Boards, on formal "quasi-judicial" committees and on Cabinet. Being the best we can be, in whatever role, enhances the value you get from being a representative, and I believe this is important in reputational terms for the Council.

All of this helps keep you up to date with the latest developments in policy, best practice, and brings fresh eyes to our work. Grab every opportunity with both hands!

Councillor Helen Holland

Feedback and Evaluation

- 16** 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 in Section 7.

The following methods will be used:



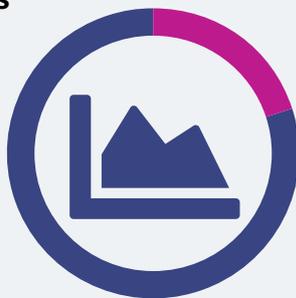
**Training evaluation forms
and other feedback received
from Councillors**



1-1 sessions



**Feedback through Group
Offices and Whips**



**Statistics on Councillor
participation**



Annual Survey

- 17** This Strategy will be reviewed annually or earlier where necessary.
- 18** Achievement of the South West Council's Charter Accreditation for Member Development will demonstrate the effectiveness of our offer.
- 19** The Values and Ethics Sub Committee of the Audit Committee has responsibility for oversight of the Member Development Programme and will be regularly consulted on progress.

Resources

- 20** 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.
- 21** The resources available to support Member development are available to all Councillors and do not fund activity specific to a political group.
- 22** Cost benefit analysis will be conducted to monitor investment in Member Development.



Appendices

A. Member Development Strategy Action Plan

Member Development Action Plan					
Key actions related to the Member Development Strategy 2021/24					
No.	Action	Outcomes	Start date/ Deadline	How we will measure success	Person(s) Responsible
1.	Design and implement optional Personal Development Plans	Councillors can choose to have an annual plan to set out goals, as well as ways of achieving them	Where required by Members, plans will be ongoing over 3 years (to align with the electoral cycle), but first plans to be completed by Jun 21	By the number of plans completed by Councillors who have requested them, and continuous implementation of them over 3 years	Members/Party Group Leaders - with support from the Head of Democratic Engagement if required
2.	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 21 and scheme completed by Aug 21	By the number of officers and Councillors we successfully pair, as well as using feedback from both parties	Chief Executive Head of Democratic Engagement
3.	Run introductory and refresher briefing sessions during the first 3 months of Councillors commencing	Introductory and refresher sessions will give Members foundational and refresher knowledge about the Council and how it works	Start May 21 - End July 21	Participation numbers and session feedback	Member Development Officer Head of Democratic Engagement Democratic Services Manager
4.	Schedule and deliver the Member induction programme	Councillors will be well equipped to conduct their various roles	Start May 21 - End Aug 21 (repeat every election cycle)	Participation numbers and session feedback	Member Development Officer

Member Development Action Plan					
Key actions related to the Member Development Strategy 2021/24					
No.	Action	Outcomes	Start date/ Deadline	How we will measure success	Person(s) Responsible
5.	Councillor virtual 'tour' of Bristol	New Councillors will be given a city wide briefing so they understand priorities at ward level	Jun-21	Participation numbers and session feedback	Member Development Officer Head of Democratic Engagement Democratic Services Manager
6.	Councillor Swearing In Ceremony	Councillors will complete all essential documentation and receive their equipment	May-21	Participation numbers and session feedback	Member Development Officer Head of Democratic Engagement Democratic Services Manager
7.	Create a detailed Councillor Information Guide	Councillors will have easy access to essential information	May-21	Feedback from Councillors	Member Development Officer
8.	Survey Councillors on an annual basis to gather data on progress and satisfaction	We will be able to identify trends and gaps in learning and development that can be addressed	Annually, to commence in September 21	Annual Survey	Head of Democratic Engagement Democratic Services Manager Member Development Officer

Appendices

B. Member Induction and Refresher Programme – Session Overviews 2021

Swearing in Ceremony			
No.	Title	Session Overview	Lead Officer
1.	Councillor Swearing in Ceremony	This event is Councillors' official Swearing in Ceremony and Declaration of Acceptance of Office. All Councillors will have their official photograph taken and new Members will collect ICT equipment and submit their payroll documents.	Lucy Fleming, Head of Democratic Engagement

One-off Events			
No.	Title	Session Overview	Lead Officer
2a.	Opportunity to meet Resources Directorate Senior Leaders	<p>This session will introduce you to the Mike Jackson, Chief Executive and the Resources Directorate Leadership team responsible for:</p> <ul style="list-style-type: none"> • Digital Transformation • Finance • Legal and Democratic Services • Policy, Strategy and Partnerships • Workforce and Change <p>Directors will provide an overview of their area and answer any questions you may have.</p>	Ben Mosley, Head of the Executive Office
2b.	Opportunity to meet People Directorate Senior Leaders	<p>This session will introduce you to Hugh Evans, Executive Director and the People Directorate Leadership team responsible for:</p> <ul style="list-style-type: none"> • Adult Social Care • Children and Families Services • Educational and Skills • Public Health and Communities <p>Directors will provide an overview of their area and answer any questions you may have.</p>	Ben Mosley, Head of the Executive Office

One-off Events			
No.	Title	Session Overview	Lead Officer
2c.	Opportunity to meet Growth and Regeneration Directorate Senior Leaders	<p>This session will introduce you to Stephen Peacock, Executive Director and the Growth & Regeneration Leadership team who are responsible for:</p> <ul style="list-style-type: none"> • Economy of Place • Development of Place • Management of Place • Housing and Landlord Services <p>Directors will provide an overview of their area and answer any questions you may have.</p>	Ben Mosley, Head of the Executive Office
3.	Virtual Tour of the City	<p>The Community Development team are hosting a virtual tour of the city which will introduce newly elected and existing Councillors to hear local people's voices and aspirations for their places. All Members will get to experience the 'four corners' of Bristol and all it has to offer. This will be an opportunity to learn about what makes our neighbourhoods tick, meet the teams, and enjoy our Bristol Quiz.</p>	Heather Barham, Growing Power of Communities Project Manager

Introductory and Refresher Training		
Title	Session Overview	Lead Officer
<p>Safeguarding - A Councillors Role and Responsibilities</p> <p>ESSENTIAL</p>	<p>Councillors should attend to understand their roles and responsibilities in relation to safeguarding children and adults at risk in Bristol. By the end of the session, Members should understand the Keeping Bristol Safe Partnership, its structure, governance and key priorities.</p> <p>Objectives – Elected Members will be able to:</p> <p>In respect of children</p> <ul style="list-style-type: none"> • Understand what child abuse and neglect is • Recognise the signs and indicators of child abuse, neglect and exploitation • Know what to do if they identify concerns about child abuse or neglect or a citizen asks them for advice about child safeguarding issues • Understand the role and responsibilities of the local authority, elected Members and partners in safeguarding children • Know the role and responsibilities of the Director of Children Services and other key officers in Safeguarding Children • Consider how elected Members can contribute to safeguarding children in their role <p>In respect of adults</p> <ul style="list-style-type: none"> • Understand the definition and types of abuse of adults at risk with care and support needs • Recognise the signs and indicators of abuse, neglect and exploitation of adults • Know what to do if they identify concerns about an adult with care and support needs • Understand how Making Safeguarding Personal and the Mental Capacity Act influences self determination and decision making • Understand the role and responsibilities of the local authority, elected Members and partners in safeguarding adults at risk • Consider how elected Members can contribute to safeguarding adults at risk in their role 	<p>Tracey Judge, Safeguarding Adults Coordinator</p>
<p>GDPR Training</p> <p>ESSENTIAL</p>	<p>As a Councillor you will speak to and help resolve some of your residents' queries and act on behalf of Bristol City Council. This will involve the management of data, and to ensure that you are fully equipped with the right data protection understanding and skills, a session has been created to help inform you about these types of activities.</p> <p>In this session you will learn what UK GDPR is, how it affects you in your various roles as a Councillor, what is required by you as a data controller, how to manage requests for data and what part you play in any Freedom of Information requests that may be received.</p>	<p>Natasha Casling, Data Protection Officer</p>

Introductory and Refresher Training		
Title	Session Overview	Lead Officer
Health and Safety ESSENTIAL	<p>At the end of this session you will have an awareness of the potential personal safety risks related to your role as a Councillor, you will receive guidance on where to go for advice and support, and how to report an incident. This session will also cover statutory corporate health and safety requirements.</p>	Christina Czarkowski-Crouch, Safety, Health & Wellbeing Manager
Corporate Parenting - A Councillor's Role and Responsibilities ESSENTIAL	<p>Members play a crucial role in ensuring that as a Local Authority we are not only meeting our duties to children in care and care leavers, but going above and beyond in securing positive outcomes and futures they can look forward to.</p> <p>In the training we will cover; who are children in care and care leavers; what is Corporate Parenting; how Councillors can play their part; and the Role of the Corporate Parenting Panel and its members.</p>	Liz Small, Corporate Parenting Manager
An Overview of the Constitution, Ethics, and Code of Conduct HIGHLY RECOMMENDED	<p>This session provides a brief overview of the council's Constitution and the procedures which govern how the council operates and how decisions are made, followed by a more in-depth look at the general principles of conduct expected of all councillors and your specific obligations in relation to standards of conduct.</p>	Louise DeCordova, Democratic Services Manager
Introduction to Local Authority Finance HIGHLY RECOMMENDED	<p>The key elements of local government finance including, how we are funded, what we spend our money on, and how we allocate our resources. Also our key governance processes and regulations we operate within, including audit, value for money and role of Section 151 officer.</p>	Denise Murray, Director, Finance (Section 151 Officer)
Introduction to SEND HIGHLY RECOMMENDED	<p>This session is an introduction to special educational needs work across Bristol. It will include an overview of the Special Needs Code of Practice, our teams and work in Bristol, as well as highlighting local and national issues. There will be opportunities to ask questions and discuss the education transformation programme. The sessions will be run by Dr Vikki Jervis, Principal Educational Psychologist and Head of Service for Accessible City. Accessible City teams include the SEN (Special Educational Needs) Assessment and review teams, Bristol Autism Team (family and education hubs), the Sensory Support Service and the Educational Psychology Service.</p>	Vicki Jervis, Head of Service Accessible City and Principal Educational Psychologist
Committee Procedure Rules - Full Council/ Scrutiny/ Cabinet Operations HIGHLY RECOMMENDED	<p>An introduction to decision making in a mayoral model and the procedure rules (standing orders) that govern how Full Council, Cabinet and Scrutiny meetings operate. The session will look in detail at the rules of debate, voting, motions and public participation.</p>	Louise DeCordova, Democratic Services Manager

Introductory and Refresher Training		
Title	Session Overview	Lead Officer
<p>Bristol Operations Centre and Emergency Planning</p> <p>HIGHLY RECOMMENDED</p>	<p>This is a joint briefing to cover 2 extremely important and related Council services.</p> <p>Under the Civil Contingencies Act, Bristol City Council is a 'Category 1 Responder' to emergencies. This briefing will show elected Members:</p> <ul style="list-style-type: none"> • What that duty means • How the Council executes the duty and works with multi-agency partners to plan for, respond to and recover from emergencies • How the Council supports communities through emergencies and unexpected events • The role of Elected Members in emergencies <p>This will include an opportunity to reflect on the role of the Council in responding to the Covid Pandemic.</p> <p>The Bristol Operations Centre is the only 24/7 contact point in the Council. This briefing is an opportunity for elected Members to understand more about this critical service and the multitude of functions it undertakes, as well as provide a glimpse of the increasingly important role it is likely to play in the future management of the City. The Operations Centre:</p> <ul style="list-style-type: none"> • Monitors the Council's CCTV cameras • Handles all the Council's out of hours calls • Brings key elements of city operational management together, with partners from First Bus embedded in the Ops Centre and space for Police colleagues to work • Coordinates out of hours and emergency response for services across the Council and on behalf of South Glos Council, from Housing to the City Docks to Highways and Traffic • Delivers a telecare service to over 14,000 customers • Monitors security and fire alarms • Provides a lone working system to Council teams and others <p>The Operations Centre works closely with the Civil Protection unit on supporting the management of emergencies and incidents in the city. It is Bristol's control centre.</p>	<p>Jim Gillman, City Operational Planning and Response Manager</p>
<p>Introduction to Public Health</p> <p>HIGHLY RECOMMENDED</p>	<p>Public Health is a statutory function of the Council - protecting and improving health, and reducing health inequality. We are responsible for a range of services and functions, including the covid-19 response.</p> <p>This briefing will provide Members with the essential information they need to understand how public health can affect their residents and what they, as elected representatives, can do to help contribute to the best outcomes.</p>	<p>Christina Gray, Director for Communities and Public Health</p>

Introductory and Refresher Training		
Title	Session Overview	Lead Officer
<p>Child Sexual Exploitation</p> <p>HIGHLY RECOMMENDED</p>	<p>The session will cover the following areas;</p> <ul style="list-style-type: none"> • Understand what Child Sexual Exploitation is • Recognise the signs and indicators of Child sexual exploitation • Know what to do if they identify child sexual exploitation or a citizen asks them for advice about child sexual exploitation • Understand the role of the local authority and partners in safeguarding children from exploitation • Consider the links between CSE, adverse childhood experiences, poverty and community safety • Consider how elected Members can contribute to safeguarding children from child sexual exploitation in their role 	<p>Becky Lewis, Strategic Safeguarding and Quality Assurance Service Manager</p>
<p>Introduction to Equalities and Inclusion</p> <p>HIGHLY RECOMMENDED</p>	<p>Promoting equality involves much more than simply treating everyone alike. It requires recognition that some groups have particular needs that must be met to ensure genuine equality of access or opportunity. This includes considering the needs of those who come from a position of longstanding disadvantage and discrimination.</p> <p>Some aspects of a Councillor’s role will have a big impact on the opportunities and experiences of residents. These include the way Members communicate with residents, how they consider different people’s needs when taking decisions, and in scrutiny of Council decisions and services. It is also about how you behave amongst your peers. This session will give Members the background and preparation needed to ensure we meet our legal and corporate objectives in relation to equality and inclusion.</p>	<p>Rebecca Baldwin – Cantello, Head of Equality & Inclusion</p>
<p>Internal and External Communications</p>	<p>This session will give members an overview of the council’s communication strategy, protocols and process; the methods we use to reach out to a diverse range of communities and stakeholders with some examples of the type of campaigns we run. Positive working with the media is crucial to ensure effective and accessible coverage of policy and scrutiny. This training session will provide you with an understanding of how the local media environment operates, the role of the council in working with the media and what support you can receive from the council’s External Communications teams.</p>	<p>Steph Griffin, Head of Internal Communications & Organisational Development</p> <p>Sophie Shirt, Deputy Head of External Communications</p>

Introductory and Refresher Training		
Title	Session Overview	Lead Officer
Introduction to Policy, Strategy, and Partnerships	<p>The mission of Policy, Strategy and Partnerships is to form strong, trusting and influential relationships that benefit our city and its residents. The division seeks to keep hold of the big picture and ensure that the Council brings it to life by joining the dots between strategy, policy, data, insight and creativity. Among its responsibilities are the Council's Corporate Strategy and hosting the City Office, home of the One City Approach.</p> <p>The division is also responsible for the Council's Equality and Inclusion agenda; its approach to business intelligence, data analysis and performance managements; its international strategy and programme; external communication, consultation and engagement; government relations and public affairs; and the council's annual corporate business planning process.</p> <p>In this session Members can find out more about all of these topics, including our plans for updating the Council's overall Corporate Strategy during 2021. We'll also cover key information on our partnerships, relationships and the ongoing journey of improvement around equality and inclusion; both within the Council and in the city. Members can also find out more about our communications channels and approach to consultation and engagement, including some top tips, advice and signposting for further support.</p>	Tim Borrett, Director of Policy, Strategy and Partnerships
Organisational Values and Culture	This session will include an overview of the Council's organisational values and behaviours and how they underpin our workplace culture. We will also cover the Workforce Strategy and how we support staff to perform at their best.	Steph Griffin, Service Manager Corporate Communications
Introduction to s106 and CIL funding	This session will give Members an understanding of how to use the Area Committee process to support projects within their local communities using Community Infrastructure and Section 106 funds. May to July is a key time for Councillors to work with their local communities to decide which projects to invite for full proposals so Members are encouraged to attend in order to understand their role in making this happen.	Rachel Mohun, VCSE Investment and Social Action Officer
Climate Change - The Essentials	This session will provide an overview of the role of Bristol City Council in tackling the Climate Emergency. It will outline our ambitious targets for carbon neutrality and climate resilience by 2030, and how we aim to meet them as a Council and a city. It will also introduce the further Climate Leadership / Carbon Literacy accredited training available to interested Members. We highly recommend that Members access our bespoke eLearning on Climate Change Awareness as a starting point to understanding this topic.	Alex Minshull, Sustainable City and Climate Change Service Manager
Ecological Emergency	An opportunity to learn more about the Ecological Emergency and Bristol's response to it. It will cover the action being taken by the City Council in its own activities and how it is supporting action by partners and citizens. The session will help Members in their leadership of action on climate change.	Alex Minshull, Sustainable City and Climate Change Service Manager

Introductory and Refresher Training		
Title	Session Overview	Lead Officer
Introduction to Employment, Skills, and Learning	<p>In this session, Members will learn about the critical work being led and managed by Bristol City Council to improve employment and skills outcomes and to equalise opportunities for Bristol young people and adults. Members will get the most up to date picture of employment and skills in the city, as well as information about key service areas: adult and community learning; apprenticeships; employment support, and young careers and pathways. We will be providing an introduction to the wider employment and skills eco system, not just in Bristol but also as part of the West of England Combined Authority, and also how our work contributes to government policies and priorities.</p> <p>As we emerge from Covid 19 lockdown and the government removes a number of employment support packages, the local authority has a critical role in supporting local communities hardest hit so that young people and adults can get the skills, confidence, information and support to secure positive learning and employment opportunities to recover and prosper. This session will give all participants information and insights into a vital cross cutting theme that affects every part of the City and all Cabinet portfolios.</p>	Jane Taylor, Service Manager - Employment and Skills
Devolution Briefing (WECA)	This is an exciting opportunity to learn more about Bristol City Council working within the West of England Combined Authority (WECA). We will be providing an overview of Bristol's key regional projects and our priorities within the WECA area.	Ben Mosley, Head of Executive Office
Introduction to Strategic Procurement and Supplier Relations	An opportunity to gain an understanding of the Councils approach to procuring new contracts of all sizes to ensure value for money, transparency, and social value.	Steve Sandercock, Interim Head of Procurement
Introduction to City Office	The One City Approach brings together hundreds of city partners from across communities, public, private and voluntary sectors to work together to address some of the city's biggest challenges. This session is to outline the structures, operations and theory behind the one City Approach. This includes details of the City Office, the One City Boards, One City Plan and the UN Sustainable Development Goals (SDGs).	Andrea Dell, Head of City Office
Risk Management and Insurance	<p>The session will cover the Risk Management Framework and provide an overview of the Councils Insurance arrangements. Council Members play a crucial formal and informal role in decision making, governance and setting the tone and culture around risk. The risk management training will set out why risk management is necessary and how it supports good governance. The role of Members in managing risk will be covered and the session will give practical tools and tips to help support Councillors in performing their role.</p> <p>We will also provide an overview of the Councils Insurance and claims handling arrangements for Bristol City Council.</p> <p>The aim of the session will support Members to better understand both the risk management framework, the Council's insurance and claims handling arrangement and their role within it.</p>	Jan Cadby, Risk Manager

Introductory and Refresher Training		
Title	Session Overview	Lead Officer
Management of Place	This session will provide an overview of some of the services that keep our city functioning. This includes Waste and Recycling; Cemeteries and Crematoria; Traffic and Parking Management; Highways Maintenance and Regulatory Services such as Environmental Health (completing food inspection on restaurants etc); Docks, harbours, parks and Energy services.	Patsy Mellor, Director for Management of Place
Economy of Place	This session will provide an overview of key areas such as Economic Development, regeneration and City Transport as well as cultural and creative industries and Libraries.	Peter Anderson, Director, Economy of Place
Homes and Landlord Services	<p>This session will provide an overview of the services provided by the Housing and Landlords Service.</p> <p>Our landlord function provides tenancy and estate management, responsive repairs and planned and cyclical maintenance. Housing Options provide statutory homelessness advice, temporary accommodation and early intervention homelessness prevention, commission housing related support services and manage the housing waiting list. Private Housing & Accessible Homes are responsible for property licensing, inspection and enforcement and private rented sector and tenancy relations complaints, Gypsy and Traveller encampments and vehicle dweller sites and facilitating disabled adaptations and installation of TEC in homes.</p> <p>Accessing good quality, affordable accommodation remains a key issue for the city and its citizens and is a frequent source of enquiries for Councillors and staff.</p>	Sarah Spicer, Business Innovation Manager
Introduction to Housing Delivery	<p>This session will give Members the background and information needed to ensure a solid understanding of the multi-faceted nature of delivery of housing in City and the function of the Housing Delivery Team.</p> <p>There is a considerable housing challenge in Bristol and this is growing. We have an urgent need to deliver more homes across the city. We currently have over 12,000 people on our waiting list, and our city's population is expected to grow in the coming years. This is why BCC are prioritising the delivery of new homes across the city both to accommodate this demand, and to prevent future generations being priced out of their local area and community. Building homes in Bristol is not only about the numbers of physical dwellings in the city, but the affordability, suitability, accessibility, and sustainability of those homes.</p>	Elaine Olphert, Head of Housing Delivery
Introduction to Citizen Services	This session will include an overview of the Council's Citizen Service Centre (contact centre) and the Citizen Service Point (CSP). In the session we will also cover the services that are available through Citizen Services and how we can help residents to access them.	Rizwan Tariq, Head of Citizen Services

Information Technology Drop-in Sessions		
Title	Session Overview	Lead Officer
Member ICT support sessions	These ICT Drop in Sessions have been organised for Councillors to receive 1-1 or group support. A short presentation will also be given outlining the purpose and role of ICT, our services/how to access them, and useful contacts.	Nigel Carver, Transition Manager

Committee Training		
Title	Session Overview	Lead Officer
Training for Development Control Committee members	<p>The planning application process is of great interest to the citizens and stakeholders of the city and all Members (not just those sitting on the Development Control Committees) will need to understand how it operates. This session will explain how the system works, how Members and their constituents can influence it, and provide guidance on what issues the planning system covers. The first half of the session is designed for all Members, with the second half specifically for Committee members and substitutes, but all are welcome to both parts.</p> <p>The session is mandatory for all Members of the DC Committees, including substitutes.</p>	Gary Collins, Service Manager, Development Management
General Induction to Audit (Audit Session 1 of 6)	The purpose of the Audit Committee is to provide to those charged with governance independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and governance processes. This important session will introduce the role of the Audit Committee, its responsibility, practical working of the Committee and the importance of assurance as well as the professional standards of internal audit. Members will also be briefed on assessing Audit Committee effectiveness and current topical issues.	Simba Muzarurwi, Chief Internal Auditor
Working with Internal Audit (Audit: Session 2 of 6)	The Audit Committee oversees the independence, objectivity, performance and professionalism of the Council's Internal Audit function. This training will focus on how the Committee works with the Internal Audit service covering the Mission of Internal Audit; Code of Ethics; Public Sector Internal Auditing Standards; Internal Audit Delivery Model; Strategy, Quality Assurance and Improvement Programme; Whistleblowing; Fraud; and Risk Management Assurance Reporting.	Simba Muzarurwi, Chief Internal Auditor
Working with External Audit (Audit Session 3 of 6)	The Audit Committee's role in relation to the external audit process is to provide assurance that the External Auditor maintains independence, consider the work of external audit and support the quality and effectiveness of the external audit process. Training will cover the role of the External Auditor, key external audit outputs, value for money and how external audit works with the Committee.	Simba Muzarurwi, Chief Internal Auditor
Induction to Governance (Audit: Session 4 of 6)	The Audit Committee is a key component of the Council's governance framework. The session will help Members to understand the Council's Local Code of Governance; the governance framework of the Council's companies; the arrangements for obtaining assurances over Council companies; and governance of partnerships.	Tim O'Gara, Director of Legal and Democratic Services

Committee Training		
Title	Session Overview	Lead Officer
Statement of Accounts 2020/21 (Audit: Session 5 of 6)	The Audit Committee is responsible for approving the organisation's annual Statement of Accounts on behalf of Full Council. The purpose of this session is to raise awareness of the Statement of Accounts 2020/21 before the approval process. Training will focus on key technical accounting issues, materiality, estimates, risks, reserves and significant adjustment. This training is required to enable Members to effectively discharge your responsibilities.	Simba Muzarurwi, Chief Internal Auditor
Treasury Management (Audit: Session 6 of 6)	The Audit Committee has the delegated role of scrutinising the Treasury Management Strategy and policies. This session addresses the treasury management function at a high level and provides a sound understanding of the roles and responsibilities of Members and officers. Some of the topics covered include Treasury Management Code of Practice; Risk management; The Financial Markets; Interest Rate Forecast; Investment Management; Debt Management and Scrutiny.	Simba Muzarurwi, Chief Internal Auditor
Training for Licensing Committee	This training will cover the background to the Licensing Committee; the types of decisions that are made; how members of the public can get involved; the hearing and decision-making process; and the legal background. This training is mandatory for Committee Members and will be useful for Members who wish to give information and advice on how to comment on applications in their area or raise issues where premises are causing problems.	Abigail Holman, Licensing Team Leader
Training for Public Safety and Protection Committee	This training will cover the background to the Public Safety and Protection Committee, the areas that the Committee deal with, the hearing and decision-making process, and the legal background. This training is mandatory for Committee Members.	Abigail Holman, Licensing Team Leader
PROWG Committee Training (Public Rights of Way and Towns, Villages, and Greens)	This session is in two parts. The first hour will cover Public Rights of Way (PROW). The session will provide an understanding of how PROW are created and modified, and give details of the basis for the determination of applications for modifications to the 'definitive map'/the making of public path orders. The second hour will cover Towns, Villages, and Greens. The session will provide an understanding of the relevant legislation, the procedural process followed by Bristol's Commons Registration Authority and what factors should be considered when the Committee determines applications. Both parts of this session are mandatory for any Councillors sitting on the PROWG Committee.	Dawn Bodill, Locum Solicitor Anne Nugent, Legal and Democratic Services Team Leader
Training for Guardianship Panel Appeals Committee Members	This training will inform Members of the statutory duties assigned to the Guardianship Panel when someone is subject to the powers of Guardianship and a panel of Councillors needs to decide if these powers should be renewed. The training will guide Members through an understanding of the Mental Health Act 1983; Guardianship and the powers it gives social workers when working with someone subject to Guardianship; and the role of the Panel in the renewal of Guardianship/the processes involved.	Andy Preston, Senior Practitioner, AMHP Service

Committee Training		
Title	Session Overview	Lead Officer
Training for Home to School Travel Appeals Committee Members	This training will detail the Council's Home to School Travel Policy and provide Members with guidance and understanding around what support the Council can offer to residents, within the relevant statutory guidance.	Alex Watkins, Educational Improvement, Business Support Officer
Training for HR Dismissals Appeals Committee Members	This training will cover the Council's dismissal appeal process and procedure, highlight the procedural requirements of any relevant HR policies and provide an overview of relevant employment law issues. It is mandatory for Members to attend this training before sitting on the Employee Appeals Committee.	Husinara Jones, Legal and Democratic Services Team Leader
HR Committee	The aim of this training is to provide an overview of the role, functions and work of the HR Committee. It will be useful both to Councillors who are/ will be members of the Human Resources Committee as well as those with a general interest.	Mark Williams, Head of Human Resources
Selection Committee	If Members will be involved in any part of a recruitment process, you must first attend a briefing with the Resourcing team. Following this, Members will then be able to participate in shortlisting and selection panels for recruitment at Director level and above. Please contact Elouise Wilson, Resourcing Manager (elouise.wilson@bristol.gov.uk) to arrange a briefing.	Elouise Wilson, STS HR Employee Relations

Committee Training		
Title	Session Overview	Lead Officer
Scrutiny Session 1: Seminar – fundamentals	<p>This session will be led by the Centre for Public Governance and Scrutiny to support new and returning Councillors to understand the basics of the scrutiny function, and how it can make a difference to the lives of local people. It will include:</p> <ul style="list-style-type: none"> • Basics of decision-making (the Mayor and executive, delegation, the Forward Plan, the decision-making cycle) and scrutiny's role; • Scrutiny's main statutory functions and Members' rights (particularly around information) – to also cover Health Scrutiny and scrutiny of partners and partnerships; • Scrutiny of finances and commercial activity; • Pre-decision and post-decision scrutiny; • Importance of culture and mindset, and buy-in from the executive and other partners (including an introduction to political dynamics and appropriate behaviours); • What scrutiny does, and doesn't, do; • Sources of advice and assistance (including from fellow Councillors). 	Lucy Fleming, Head of Democratic Engagement
Scrutiny Session 2: Workshop – understanding reports and decisions	<p>This session will be led by the Centre for Public Governance and Scrutiny and will involve a facilitator working with Councillors to unpick a Council report, identifying:</p> <ul style="list-style-type: none"> • The range of available reports and information; • What the focus of scrutiny could be; • Dealing with gaps in officer reports; • Triangulating with other sources of information; • How to develop key questions, and lines of questioning, including working effectively as a team; • How to be clear about what information is expected, in what form and at what time. 	Lucy Fleming, Head of Democratic Engagement
Scrutiny Session 3: Workshop – scrutiny work programming and prioritisation	<p>This session will be led by the Centre for Public Governance and Scrutiny and will support Councillors to explore what the critical issues are for local people, and how scrutiny can work to address them.</p> <p>To include:</p> <ul style="list-style-type: none"> • The use of information to develop the Scrutiny work programme; • Understanding the relationships key to putting in place a proportionate and impactful work programme, including the need for scrutiny Councillors to work well as a team; • Scrutiny's principal ways of working/methods; • How to identify common priorities, pressures and opportunities for the authority and area in general, and scrutiny specifically. 	Lucy Fleming, Head of Democratic Engagement

Ward and Neighbourhoods		
Title	Session Overview	Lead Officer
iCasework (Enquiries, Complaints, Feedback and Information Requests)	<p>iCasework is the council's case management system used to deal with all Councillor Enquiries (as well as Complaints and Freedom of Information requests).</p> <p>This short training session will explain how Members can keep Citizens informed with accurate case information, specifically, and which officers are dealing with cases, as well as when responses are due.</p>	Garfield Horner, Customer Relations Manager
Finding out about your ward	<p>This session will outline the data, reports and dashboards available at a Ward level, plus show the latest online mapping tools. As highlighted in the Bristol Strategic Intelligence Bulletin, we'll cover the key products published with local data and intelligence, explain who produces what and give Councillors the opportunity to select data / areas of interest.</p> <p>The training will showcase the Ward Profiles, with updated data on each ward, and the Quality of Life Dashboard (with results from the annual survey of what Bristol residents think, at ward level and by equality groups) plus products such as Bristol: Key Facts 2021; rolling updates to the Health and Wellbeing profile (JSNA); and Population of Bristol and Census 2021. In addition, we'll demonstrate the new Bristol Maps portal, and a range of tools that provide easy access to local maps and detailed spatial information.</p>	Nick Smith, Strategic Intelligence & Performance Manager

External Offer		
Title	Session Overview	Lead Officer
LGA Welcome Events	<p>The LGA will be delivering national welcome events for newly elected councillors. It will be an opportunity to explore what your role means; learn about challenges facing Councils; and meet colleagues from other areas. The sessions will provide an opportunity to meet regional teams; regional lead peers; and hear more about the LGA's support for Members.</p> <p>The programme will include an opportunity to have political discussions through political group breakout sessions.</p>	Local Government Association
LGA Community Leadership	This is an LGA facilitated session that will cover themes and strategies to support you in your Community Leadership role.	Local Government Association

Appendices

C. Member Development Steering Group Terms of Reference

Introduction

The Member Development Steering Group (MDSG) has been established to ensure that the programme of development activities for Councillors is fully 'Member led' and supports new and existing elected representatives so they can fulfil all their duties effectively.

Purpose

1. Facilitate a planned and strategic approach to Member development.
2. Ensure all Councillors are well equipped with the skills and knowledge to enable them to carry out their duties.
3. Monitor the programme of development activities to ensure all Members have equal access to training and development opportunities.
4. Champion the learning and development of Members so that it's recognised as a key component to the Council's overall performance.
5. Facilitate, where required, the regular assessment of training needs/records for Members.
6. Evaluate the effectiveness of the overarching training programme and the Member Development strategy.
7. Achieve and maintain South West Council's Charter Status accreditation for Member Development.

Membership

Councillors:

Membership is cross party with appointments being made by the Whips. The MDSG have requested that the Chair rotates between all its Members.

Supporting Officers:

Lucy Fleming, Head of Democratic Engagement

Louise DeCordova, Democratic Services Manager

Taylor Meagher, Member Development Officer

The Member Development Steering Group meets informally, with Council officers attending to provide advice and guidance.

Timing

The MDSG is a standing body and meets monthly.

A full review of progress of the Member Development programme will be conducted at the end of the 21/22 Municipal Year.

Decision Making Pathway

The MDSG will regularly report to the Values and Ethics Sub Committee of the Audit Committee, which has responsibility for maintaining oversight of the Member Development Programme.

Contact

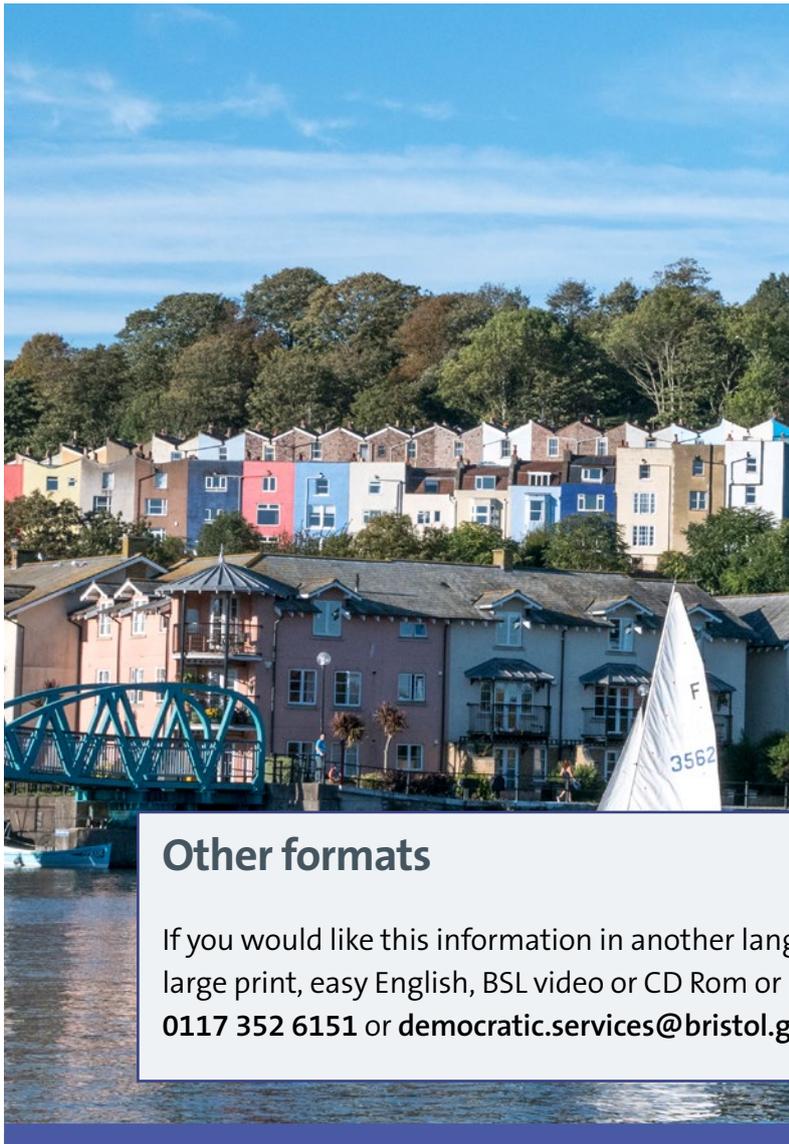
Louise DeCordova,
Democratic Services Manager

democratic.services@bristol.gov.uk

Thanks and Acknowledgements

Our thanks and acknowledgment go to the MDSG Members 2016-2021 for their hard work in developing this strategy:

CLlr Peter Abraham, CLlr Lesley Alexander, CLlr Nicola Bowden-Jones, CLlr Tony Carey, CLlr Harriet Clough, CLlr Martin Fodor, CLlr Margaret Hickman, CLlr Helen Holland.



Other formats

If you would like this information in another language, Braille, audio tape, large print, easy English, BSL video or CD Rom or plain text please contact: 0117 352 6151 or democratic.services@bristol.gov.uk



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
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 62	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
		business as usual		
1.4	The council has designated resource and budget for councillor development which is adequate to meet priority development needs	<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 	
2.3	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
		various roles • Continuous improvement in the approach to developing councillors is identified and implemented		
Page 69	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	• 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	• There is an effective process in place for disseminating, sharing and exchanging knowledge and learning	