

Democratic Services Committee

Meeting Venue
**Committee Room A - County Hall,
Llandrindod Wells, Powys**

Meeting date
Monday, 23 January 2017

Meeting time
10.00 am

For further information please contact
Carol Johnson
01597 826206
carol.johnson@powys.gov.uk



County Hall
Llandrindod Wells
Powys
LD1 5LG

17th January, 2017

AGENDA

1.	APOLOGIES FOR ABSENCE	DSC1 - 2017
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To receive apologies for absence.

2.	MINUTES OF PREVIOUS MEETING	DSC2 - 2017
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To authorise the Chair to sign the minutes of the previous meeting of the Committee as a correct record.

(Pages 5 - 10)

3.	DECLARATIONS OF INTEREST	DSC3 - 2017
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To receive and consider declarations of interests from Members relating to items to be considered on the agenda.

4.	MATTERS RELATING TO DEMOCRATIC SERVICES ISSUES	DSC4 - 2017
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To consider the report from the Head of Democratic Services.

(Pages 11 - 14)

4.1. **ICT support to Members**

4.2. **Contacts from Members to officers of the Council**

To consider and agree the Protocol on Contacts from Members to officers of the Council.

(Pages 15 - 16)

4.3. **Member Support Agreement**

To consider and agree the Member Support Agreement.

(Pages 17 - 20)

4.4. **Member and Cabinet development and support post 2017 election**

(Pages 21 - 42)

4.5. **Managing casework**

To note the review of how Members' casework can be managed.

4.6. **Managing the potential changes of councillors in May 2017**

To note the meetings between Democratic Services, Employment Services and ICT regarding the arrangements for managing the potential changes in May 2017 and to consider whether any support should be provided to non-returning members.

5.	MEMBER DEVELOPMENT WORKING GROUP	DSC5 - 2017
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To receive the notes of the meeting held on 6th June 2016.

(Pages 43 - 46)

6.	JOINT CHAIRS AND VICE CHAIRS STEERING GROUP	DSC6 - 2017
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To receive the notes of previous meetings.

(Pages 47 - 72)

MINUTES OF A MEETING OF THE DEMOCRATIC SERVICES COMMITTEE HELD AT COUNCIL CHAMBER - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON WEDNESDAY, 21 SEPTEMBER 2016

PRESENT

County Councillor S C Davies (Chair)

County Councillors L V Corfield, PJ Ashton, D Bailey, G R Banks, G J Bowker, M J Jones, P E Lewis and T J Van-Rees

1.	APOLOGIES FOR ABSENCE	DSC21 - 2016
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Apologies were received from County Councillors D Mayor and D R Price

The Chair welcomed Debby Jones, Deputy Monitoring Officer and County Councillor W.T. Jones, Portfolio Holder with responsibility for Democratic Services and Member Development and Support, to the meeting.

It was noted that County Councillor E. Michael Jones had been appointed to the Committee by the Powys Independent Alliance Group rather than County Councillor T.Van-Rees. The Committee's membership details would be amended as appropriate.

2.	MINUTES OF PREVIOUS MEETING	DSC22 - 2016
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The Chair was authorised to sign the minutes of the meeting held on 4th July, 2016 subject to it being noted that County Councillor P.E. Lewis had given his apologies.

3.	DECLARATIONS OF INTEREST	DSC23 - 2016
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There were no declarations of interest.

4.	MEMBERSHIP OF WORKING GROUPS	DSC24 - 2016
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The Committee considered the membership of the Working Groups. It was noted that the Groups were politically balanced with five Members plus the Chair and Vice Chair.

RESOLVED	Reason for decision
The membership of Working Groups was agreed as follows: Constitution Working Group – County Councillor Sandra Davies, Chair [Welsh Labour] County Councillor, Linda Corfield, Vice Chair [Powys Independent Alliance] County Councillor Dawn Bailey [Powys Independent Alliance] County Councillor Darren Mayor	To ensure that the Working Groups can function.

<p>[The Independent Group] County Councillor Peter Lewis [Welsh Conservatives] County Councillor Gemma-Jane Bowker [Welsh Liberal Democrats] County Councillor Garry Banks [Non-political Group]</p> <p>Member Development Working Group – County Councillor Sandra Davies, Chair [Welsh Labour] County Councillor, Linda Corfield, Vice Chair [Powys Independent Alliance] County Councillor E. Michael Jones [Powys Independent Alliance] County Councillor Michael J. Jones [Independent Group] County Councillor Graham Jones [Welsh Conservatives] County Councillor Paul Ashton [Welsh Liberal Democrats] County Councillor Jeff Holmes [Non-political Group]</p>	
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5.	MATTERS RELATING TO DEMOCRATIC ISSUES	DSC25 - 2016
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The Committee considered the report from the Head of Democratic Services [copy filed with the signed minutes].

1. Public Participation at Council meetings

The Head of Democratic Services advised that if the Committee was content with the draft Protocol it should recommend it to Council for adoption for a trial to be undertaken and then reviewed.

The following comments were made [numbers relate to the sections in the draft protocol:

- 2.3 - Questions would not be allowed to Regulatory Committees as they relate to an individual application. Any questions relating to regulatory committee policy would be referred to the Portfolio Holder.
- 2.4 & 2.5 - Children could submit questions. As Council meetings were being webcast, parental consent would be required if a child were to attend to ask a supplementary question.
- 2.6.1 – It was questioned whether the name and address of the questioner would be made public. It was noted that such details are public in respect of an individual who comments on a planning application and only telephone/mobile numbers and email addresses are redacted. It was

- agreed that there should be consistency in the approach in respect of such details across the Council.
- 2.6.4 – Where a question is accepted and included on the Council agenda, the requestor would not receive any reimbursement for the cost of attending the Council meeting.
 - 2.7.1 (iii) – A question would be rejected if it was substantially the same as a question asked by a Member or member of the public in the last six months
 - 2.7.1 (xiv) – Where a question is submitted regarding a local matter that has no wider significance to the County, the matter will be referred to the local member
 - 2.22 – the supplementary question can be asked to another Portfolio Holder, but the total time available for responses will be four minutes in total. The Chair of Council would also have discretion to vary the time for responses.

RECOMMENDATION TO COUNCIL	Reason for recommendation
that the draft protocol, with the above amendments, be approved and trialed at a meeting of the Council and then the process reviewed by the Democratic Services Committee.	To complete the process for the development of a protocol for public participation at Council meetings.

2. Provision of the Council diary 2017 to Members

The Committee noted that with the introduction of the Modern committee management system there are opportunities for the Council to operate more efficiently and this also related to the area of Members' diaries. The Committee noted that by maintaining a diary on the Modern system only, would save £657 each year [£3686 over five years]. In addition, with a number of changes of dates of meetings and in particular additional meetings being inserted in the Council diary during the year, the paper diaries once printed become out of date very rapidly.

With the Modern system, Members could chose to access the calendar electronically or print a copy of the calendar to which they could add details of other commitments. Any Member using the latter would need to ensure that they kept this paper version up to date.

County Councillor W.T. Jones, Portfolio Holder advised that it was proposed that during the next few months, Windows phones were to be made available to Members, where they paid for the monthly rental costs. A growth bid was to be made for funding for the next financial year. By utilising these phones Members could access the "live" Modern calendar and also manage emails and their personal calendars. It was noted that in the future Members would be offered a range of IT equipment and it was agreed to ask an officer from IT services to attend a future meeting to discuss what was proposed.

RESOLVED	Reason for decision
<p>(i) that the Council no longer produces the printed Filofax diary as previously (Option 2 in the report); and</p> <p>(ii) that Members select from Option 1 and 1(a) as set out in the report, which they wish to use to access the diary of meetings.</p>	<p>To modernise the production of the calendar of Council meetings and to produce cost savings in the Members' budget.</p>

3. Members' Annual Reports

The Committee considered the issue regarding publication of Members' Annual reports for the period May 2016 - May 2017. The Committee noted the guidance from Welsh Government, but considered that as a minimum, details of a Member's membership and attendance at Committees and the development sessions attended should be published for a six month period. It was also considered that previous annual reports should remain available to the public as it was historical information of a Members' activities.

RESOLVED	Reason for decision
<p>(i) that Members' Annual reports, giving details of membership of and attendance at committees, membership of outside bodies and attendance at development sessions would be published for the period May 2016 – January 2017 and</p> <p>(ii) that all annual reports would remain available on the Council website.</p>	<p>(i) To enable annual reports to be prepared and published in the last year prior to a Council election.</p> <p>(ii) To ensure annual reports are available on the Council's website in the last year prior to an election.</p>

4. Local Democracy Week 10th - 16th October, 2016

The Committee noted the proposals in respect of Local Democracy Week and for the period until the date of closure of nominations to stand for the County Council election in 2017.

The Chair advised that any promotion should also go to PAVO, disability groups and other interested groups such as the Powys Youth Forum.

6.	JOINT CHAIRS AND VICE CHAIRS STEERING GROUP	DSC26 - 2016
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The Committee received the notes of the Joint Chairs and Vice Chairs Steering Group held on 24th May, 2016.

County Councillor S C Davies (Chair)

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CYNGOR SIR POWYS COUNTY COUNCIL.

**Democratic Services Committee
23 January, 2017**

REPORT BY: Head of Democratic Services

SUBJECT: Matters relating to Democratic Services issues

REPORT FOR: Decision, Information and Discussion

1. ICT support to Members – to receive a verbal report

2. Contacts from Members to Officers of the Council

The Member Development Working Group [MDWG] has considered the attached protocol [Appendix 1] which will ensure that contacts from Members to officers of the Council via the Member Support Unit are responded to within 10 working days of receipt. The MDWG recommends this to the Committee.

The MDWG was advised that officers do not always advise Members of unusual incidences in their areas, such as closure of road due to an incident, flooding or breakdown of a recycling lorry which will affect the rest of the day's collection rota. On many occasions the local Member only gets to know about these when a resident contacts them. It is considered that in such incidents officers should "Remember the Member" and forward information to the local Member. The DSC is asked to consider referring this issue to Management Team.

RECOMMENDATION	Reason for Recommendation:
(i) That the Protocol for contacts from members to Officers of the Council is adopted as from 1 st May 2017;	To ensure timely responses to Members contacts.
(ii) That this new way of working is promoted by the Member Support Unit to staff.	
(iii) That the Management Team promotes the need to keep Members informed of incidents and to "Remember the Member".	

3. Member Support Agreement

The Member Support Agreement was introduced in 2013 to formalise the support provided to Members. As new support is developed and agreed this is included in the Agreement. The attached [Appendix 2] takes into account recent changes and is recommended by the MDWG. The Agreement will form part of the Members Information Pack.

RECOMMENDATION	Reason for Recommendation:
That the Member Support Agreement is agreed.	To ensure that Members are aware of the support they will receive.

An issue which was raised by the MDWG on 13th January, 2017 was whether Members should be issued with business / calling cards once purdah starts on 17th March, 2017. It was the view of the MDWG that such items should not be issued by the Council and the Head of Democratic Services agreed to ask the Solicitor to the Council to include this exception in his guidance on purdah.

RECOMMENDATION	Reason for Recommendation:
That business / calling cards will not be issued to Members once purdah commences on 17 th March, 2017.	To ensure that the Council does not breach the rules regarding the promotion of candidates at an election.

4. Member and Cabinet development and support post 2017 election

To support the Democratic Services Committee [and Member Development Working Group] in preparing for the new Council in May 2107, the Solicitor to the Council took a report to the Management Team in November, 2016 to gain the Management Team's support in their role in Member and Cabinet development and support for the new Council [Appendix 3]. The latter's views were sought on the proposals for Member and Cabinet development and support.

The Management Team supported the proposals and the report was subsequently considered by the MDWG on 13th January, 2017. The Democratic Services Committee has previously agreed the Induction Programme which is included in the report.

In the report the additional items which the MDWG considered and approved were:

- (i) the range of topics for the Member Development Programme September 2017 - April 2018
- (ii) a Regional Induction Seminar for new Councillors being facilitated by the WLGA
- (iii) the "Market Place"
- (iv) topics for the Cabinet Induction Programme
- (v) the provision of induction / development support to Group Leaders and an the development of an Information Pack
- (vi) Portfolio Holder Information Pack.

Over the next four months the content of the items listed above will be finalised ready for the elections in May 2017.

RECOMMENDATION that the Democratic Services Committee:	Reason for Recommendation:
(i) notes the development of the Member Development Programme	To complete the Induction process for Members and to develop a Member

<p>for 2017-18, the detail of which will be agreed with the Member Development Working Group</p> <p>(ii) supports the development of the “Market Place” in the period leading up to May 2017, and that the “Market Place” be utilised as part of the Member Development Programme for the new Council</p> <p>(iii) supports the development of a Cabinet Induction Programme</p> <p>(iv) supports the provision of induction / development support to Group Leaders and the development of an Information Pack</p> <p>(v) supports the development of information and support to individual Portfolio Holders.</p>	<p>Development Programme for the new Council.</p>
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5. Managing Casework

Some Members have asked for support in managing casework. A Working Group of Members and officers are looking into the IT packages available. Swansea City Council are developing an in-house tool. The Working Group will visit Swansea City Council to review this system in due course and a report will be brought back to this Committee.

5. Managing the potential changes of councillors in May 2017.

The Committee is advised that discussions have been ongoing between officers from Democratic / Scrutiny Services, Employment Services and ICT over a number of months to plan ahead for the Council Elections in May 2017. In particular officers have sought to review and agree processes to make sure that new Members are registered quickly onto the payroll system, and have access to ICT and any systems which they will use as a Councillor.

There will be opportunities for some action to be taken at an early stage e.g. following the issue of the Statement of Persons Nominated on 4th April when it will be known which of the current membership is not standing for re-election or in which electoral divisions there will not be a contest. That will provide the opportunity for officers to write to relevant Members regarding issues such as the return of equipment. However it is anticipated that the bulk of the work will be required after 4th May, 2017.

One question which has been discussed by the MDWG is whether any support should be offered to those councillors either standing down at the next election or losing their seats. A discussion with colleague officers at the all Wales Member Support Officer Network highlighted that this is not something provided by authorities. The question arises whether the Council has a “duty of care” and

should consider such a provision and what form it would take. As a minimum it has been suggested as to whether providing access to the Council’s counselling service to offer support, would be a provision which the Council could consider, although it is unknown whether former Members would wish to make use of such a facility, or for how long such a facility should be available following an election. In addition it is not known whether any political groups provide support to their members. In addition the Council could consider whether it should offer pre-retirement course to members. The Committee’s views is therefore sought.

RECOMMENDATION	Reason for Recommendation:
That the Committee indicates whether any form of support service to former Members of the Council should be provided by the Council and for what time period.	To consider the provision of support to former Councillors following an election.

Contact Officer Name:	Tel:	Email:
Wyn Richards, Head of Democratic Services	01597 826375	Wyn.richards@powys.gov.uk



Draft Protocol

Contacts from Members to Officers of the Council

October 2016

1. Background

The Council has a charter for dealing with contacts from members of the public and an agreement for responding to the offices of AMs and MPs but there's no specific protocol or process in place regarding responding to contacts from members to Council officers.

2. a. Proposal

To introduce a protocol that will ensure that contacts from members to officers of the Council via Member Support are responded to within 10 working days of receipt. Members are not bound to use Member Support for managing contacts but if they do the contact will be tracked and the response time monitored.

b. Identifying Contacts

In order to help staff in identifying when a contact has come from a member via Member Support all e-mails will be prefixed with MS.

c. Departmental Procedures

It will be for the department to determine how they want contacts to be managed i.e. who will respond. There will be a requirement on each department to use the MS reference number when dealing with contacts and to ensure that responses are provided to Member Support at the time of response.

d. Escalation

Where contacts have not been responded to within 10 working days there will be escalation to the relevant Strategic Director from Member Support.

Recommendation

To adopt a protocol that will bind officers to respond to contacts from members via Member Support within 10 working days.

Contacts from Members – Agreement v1

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Member Support – May 2017

1	Equipment available to Members – draft section to be checked with ICT	
	Computer	Slimline laptops.
	Smartphones	Secure Smart phones will be provided to Members who wish to use one to enable them to access email and calendar functions. Members will be required to meet the cost of £13.75 per month. The contract period would be for a minimum of 18 months.
	Printer	The Council works “digitally” and promotes wherever possible “paperless” work. Individual printers will not be provided. Printers however, can be accessed at County Hall.

2	Supporting you in your role	
	Letters	These can be typed upon request by staff in the Member Resource Area [see Section 3 below]. The Council will not pay for bulk copying or postage [up to 10 copies can be provided free of charge].
	Annual Reports	Members’ annual reports will be published using the agreed template. Democratic Services officers [see Section 5 below] will support Members in writing reports and will publish these on the Council’s website. No hard copies will be provided.
	Business and/or calling cards	Members will cover the cost of production of business and/or calling cards and will use the agreed template.
	Paper/envelopes/pens	These will be provided on request.

3.	Member Resource Area (Powys County Hall)	
3.a.	Staff	<p>Member Support Services Manager</p> <ul style="list-style-type: none"> • Shane Thomas - tel. 01597 826430 Email: shanet@powys.gov.uk <p>Member Support Officers:</p> <ul style="list-style-type: none"> • Melanie Hardwick - tel. 01597 826160 Email: melh@powys.gov.uk • Jenny Futcher (part-time) - tel. 01597 826068 Email: jenny.futcher@powys.gov.uk
3.b.	Support	<p>a. One Point of Contact – for Members to access the Council via phone, e-mail or in person.</p> <p>b. Personal Safety Register [PSR] – officers are able to review the PSR upon request and provide confidential personal information to ensure any Member is safe when</p>

		<p>visiting areas in their wards.</p> <p>c. Casework Monitoring – responses to contacts are monitored to ensure timely responses.</p> <p>d. Research/Investigation – officers can undertake investigation and research on any issues (constituency or council) and support delivering on actions to follow up on.</p> <p>e. Administrative Support – limited photocopying, letter writing, report writing, setting up business cards, access to stationery, booking of hotel rooms/conference bookings.</p> <p>f. Website Maintenance – maintain and update dedicated member site, link with officers to publish good information.</p> <p>g. Issuing of Bi-monthly Bulletin – linking with senior officers to get good information for the bulletin to publish on the web to keep Members briefed/informed.</p> <p>h. Cabinet Offices – three basically equipped offices for sharing between the Cabinet Members.</p> <p>i. Opposition Office – dedicated opposition room for use</p> <p>j. Radnor Room – bookable access to the Radnor Room for meetings.</p> <p>k. Space for Use – general office space.</p> <p>l. Expenses – supporting Members to use the online expenses claim system and linking members with relevant officers regarding payroll and expenses.</p> <p>m. Shire meetings – supporting the running of Shire meetings</p> <p>n. Other Duties – other duties in discussion with officers and as appropriate.</p>
	Obligation on Members	Members can choose whether to access the above. Members have found that the research element and linking with officers to obtain responses to matters and supporting member casework particularly helpful.

4.	Member ICT Training and Development (Resource Area - Powys County Hall)	
4.a.	Staff	<p>Members Support Officer</p> <ul style="list-style-type: none"> • Lauren Pollard – tel. 01597 823543 Email: lauren.pollard@powys.gov.uk
4.b.	Support	<p>a. Point of Contact - for IT support needs</p> <p>b. Hardware - issuing of laptops and support</p> <p>c. IT support - including e-mail/laptop support</p> <p>d. Training Support – upon request and when the need arises</p> <p>e. Policy Matters - support in terms of compliance with ICT security/data protection matters</p> <p>f. Software - advice/guidance on use of software</p>
	Obligation on Members	Members are strongly advised to contact the unit if they experience IT issues which they are unfamiliar with rather than try to put matters right themselves if they are unsure.

5.	Democratic and Scrutiny Services Support	
5.a.	Staff	<p>Democratic Services: Cabinet Manager</p> <ul style="list-style-type: none"> • Steve Boyd – tel. 01597 826374 Email: steve.boyd@powys.gov.uk <p>Democratic Services Officer</p> <ul style="list-style-type: none"> • Carol Johnson – tel.01597 826206 Email: carol.johnson@powys.gov.uk <p>Scrutiny Services: Scrutiny Manager</p> <ul style="list-style-type: none"> • Wyn Richards – tel. 01597 826375 Email: wyn.richards@powys.gov.uk <p>Scrutiny Services Officers</p> <ul style="list-style-type: none"> • Liz Patterson – tel. 01597 826980 Email: elizabeth.patterson@powys.gov.uk • Lisa Richards – tel. 01597 826371 Email: lisa.richards@powys.gov.uk
5.b.	Support	<p>Democratic and Scrutiny Services:</p> <ol style="list-style-type: none"> a. Code of Conduct – support when considering conduct matters including declaration of interest advice. b. Induction – running and supporting Members’ Induction Programme. c. Scrutiny - support in leading scrutiny reviews and operating scrutiny committees. d. Cabinet - supporting the work of Cabinet in discharging its duties. e. Work Programmes - supporting the determination of Committee work programmes/business plans and delivering on obligations. f. Member Meetings - supporting other high level member meetings where appropriate i.e. delivering on the Change Plan. g. Committee Meetings - issuing of papers for Committee meetings i.e. publishing of agenda, papers and minutes in a timely fashion. h. Freedom of Information - managing FOI requests for matters which relate to Councillors and their business. i. Complaints - supporting the process for the management of complaints made against members/committee decisions. j. Members’ Attendance – maintaining attendance information k. Training and Development – supporting and driving member training and development programmes
Obligation on Members		If members are unsure or unclear on matters or just want to talk things though they are strongly encouraged to contact officers in relation to the above.

6.	Electoral Office Support	
6.a.	Staff	<p>Principal Elections Officer</p> <ul style="list-style-type: none"> • Sandra Matthews – tel. 01597 826747 Email: sandra.matthews@powys.gov.uk <p>Senior Elections Officers:</p> <ul style="list-style-type: none"> • Joy Bartholomew – tel. 01597 826717 E-Mail: joy.bartholomew@powys.gov.uk • Sian Lewis-Davies – tel. 01597 826717 E-Mail: sian.lewis-davies@powys.gov.uk <p>Assistant Elections Officer</p> <ul style="list-style-type: none"> • Kate Lawrence – tel. 01597 826202 E-Mail: kate.lawrence1@powys.gov.uk
6.b.	Support	<p>a. Register of Electors – compile and publish the register of electors and maintain the list of absent voters.</p> <p>b. Elections – responsible for ensuring compliance with election requirements and the running of County Council elections/bi-elections.</p> <p>c. Electoral Arrangements – responsible for keeping the electoral arrangements of the County under review and responding to Boundary Reviews that affect the County.</p>

7.	Local and Environmental Support	
7.a.	Staff	<p>Local Environment Area Managers x6 – details from website to be checked in April & added</p> <p>Local Environment Operatives – many</p>
7.b.	Support	<p>a. Depot Meetings – requirement for depot managers to hold regular meetings with operatives and Members to discuss area work matters and other local issues</p> <p>b. Link Operatives - Members to receive contact details for their link officers</p> <p>c. Priority Responding – managers/operatives to prioritise responding to Member contacts above other contacts</p>
Obligation on Members		<p>Members are strongly urged to use local contacts rather than approach higher level officers who are often distanced from local matters.</p>

CYNGOR SIR POWYS COUNTY COUNCIL

MANAGEMENT TEAM
30th November 2016

REPORT AUTHOR: Solicitor to the Council

SUBJECT: Member and Cabinet development and support post
2017 election

REPORT FOR: Decision

1 Summary

1.1 The purpose of the report is to update Management Team regarding the post 2017 election development programme and to seek Management Team's view on the:

- Member Development Programme September 2017 – April 2018
- Cabinet Induction Programme
- Portfolio Holders' Information Pack
- Group leaders' induction/development programme and support pack.

2 Background

2.1 The Member Development Induction Programme has been agreed by the Democratic Services Committee [DSC] [Appendix 1] and was based on the programme developed by the Welsh Local Government Association [WLGA]. A summary of the Programme will be included on the 2017 Election website and has also been forwarded to the political party groups to share with any prospective candidates. It has also been circulated to group leaders and will be distributed to all current Members.

2.2 As part of the Induction Programme, Members will be advised of the E-Learning resource. The All Wales Academy has developed/is developing a range of courses for Members and details of these are provided in Appendix 2. Members will be actively encouraged to utilise this resource and it will be promoted as an alternative way of learning and a way of saving them time, in that they will not need to travel to County Hall to undertake the development. Enquiries are underway via the South West Wales Legal Consortium to source a single provider for the 6 Authorities for the Mandatory Code of Conduct training at a reduced cost.

2.3 After previous elections, newly elected members [i.e. not returning members] have commented that they feel overwhelmed during the period from the election to the end of July by the sheer volume of training and meetings which

they are required to attend. We have taken these comments into account when developing the 2017 Induction Programme and it provides the necessary development to enable members to start to undertake their roles and also for Committees to commence their work.

3 Member Development Programme September 2017 - April 2018

- 3.1 The 2017 Council diary includes monthly Member Development/seminar sessions from June 2017. It should be noted that dates are scheduled in June and July but topics have not been scheduled for all of these. The dates will only be used if required, either to repeat any sessions which are missed by members, or to provide any skills based training identified or for topics/issues that are considered urgent.
- 3.2 The following topics may need to be included in the programme from September 2017 onwards [* e-learning packages are/will be available to supplement any face to face sessions]:

Identified by Council as being mandatory and provided on two occasions per year:

- Safeguarding of adults and children*
- Corporate parenting*
- Treasury Management [these sessions are provided by Capita Asset Services. The first session will be held on 14th July, 2017].

Other topics:

- Budget and data issues
- Financial planning and budgeting
- Procurement
- Commissioning
- Joint Venture Companies etc.
- Directorships of companies
- Powys local Health Board and integration
- Community leadership and casework*
- Equalities and Diversity*
- Wellbeing of Future Generations*
- Social Services and Well-Being [Wales] Act *
- Social media*
- Communications
- ERW [Education through Regional Working] and performance management in schools
- Dementia Awareness*
- Whistleblowing
- Working digitally in the Council
- Corporate Health & Safety
- Personal styles and their impact on others

- Risk Register

It should be noted that all member development sessions will be recorded and will be available as an online resource.

- 3.3 Other topic areas/issues may be identified to add to/replace some of the above.
- 3.4 In addition to the above, skills training such as speed reading and debating skills will be offered to members. Any development needs identified by members etc. will be considered by the Member Development Working Group and provided as appropriate.
- 3.5 The WLGA will provide regional workshops to which all new [not re-elected members] will be invited. The workshop for Carmarthenshire, Ceredigion, Pembrokeshire and Powys is scheduled for 13th October 2017 in Carmarthen [this is the date of the scheduled Member Development session in October]. The draft programme is as follows:
- Messages for new members from the Cabinet Secretary (Welsh Government)
 - Expectations on members under the WBFGA from the Future Generations Commissioner
 - State of the nation, priorities and challenges described by Steve Thomas of the WLGA
 - The top 10 behaviours of effective councillors
 - Councillors and social media

This is a free, full day induction and networking event for new members and will be repeated at four other locations across Wales.

- 3.6 At the Induction days for new members [i.e. non returning members] Strategic Directors will provide a high level / strategic overview of services and issues.
- 3.7 The “Market Place” is an idea which is used across Councils in Wales, during the first few months of a new Council, as an introduction to service areas. The “Market Place” will be held during the Induction Programme and on other Member Development and Council meeting days. Such sessions are to be trialled between now and April 2017. A programme of service areas etc. to be involved will be developed. Details of the format and arrangements for these sessions is provided in Appendix 3.

4 Cabinet Induction Programme

- 4.1 A number of provisional dates have now been included in the 2017 diary to ensure time is allocated for the new Cabinet to meet as a group, to meet with Management Team and to undergo some initial training prior to the first Cabinet/Management Team scheduled for 6th June, 2017 and Cabinet

scheduled for 20th June, 2017. These provisional dates have been included in the Strategic Directors' diaries:

22nd May – morning

23rd May – all day

24th May – all day

2nd June – all day

- 4.2 The Member Development Working Group has sought the views of the Cabinet regarding the range of development needs for a new Portfolio Holder and the views of Management Team were also sought. Initial development will support a Leader and Cabinet in its first few weeks/months.
- 4.3 The Cabinet will probably need time to work together, so that the Leader/Deputies can get a sense of the level and content of support required by individuals and/or the Cabinet as a whole. As in the past, externally facilitated sessions could be provided to support the Leader in this assessment. External facilitators could also be utilised to provide development in respect of such issues as improving strategic direction and leadership to the council and wider community, team building, leadership styles, working with partners, trust & collaboration, new operating models, leading cultural change etc.
- 4.4 The WLGA has developed a list of external facilitators. Other authorities are providing initial internal induction and are planning to use external facilitators during the second six months of their Cabinets.
- 4.5 If the Leadership Programme for Elected Members is run in 2017 by the Welsh Government and the WLGA, members who are appointed as Portfolio Holders for the first time, will be given an opportunity to attend the programme.
- 4.6 Appendix 4 details the topic areas identified by the Cabinet and Management Team. The areas identified, in the main, relate to processes within the Council. However, Portfolio Holders will need to have a sound understanding of these to enable them to undertake their roles and on which to build strategic leadership.

4.7 **Group Leaders**

In considering leadership skills for the Cabinet in leading a new Council, it is timely to also consider the leadership skills of group leaders. This group of members have not been supported previously, but are an integral part of the leadership of the Council and how it functions. Management Team is asked to consider whether a bespoke induction / development programme for group leaders should be developed. In addition, there is a job description and person specification for Leader of the Opposition and their Deputy and no specific support has been provided to this role in the past.

4.8 To supplement the above a Group Leaders' pack could also be developed.

5. Portfolio Holders' Information Pack

5.1 As a result of comments from new Portfolio Holders, appointed during the last 18 months, a Portfolio Holder's Information Pack is being developed to provide initial information to them when taking on this new role. The content has been developed as a result of feedback from current and past Portfolio Holders.

5.2 The current version of the draft pack is attached as Appendix 5. Further work needs to be completed on this.

5.3 The Portfolio Holder's Information pack and the Group Leaders pack, if agreed, would be kept up to date. They would be given to each new Portfolio Holder and Group Leader on appointment, so easing their transition into these new roles. It is hoped that these will be online resources on the Members' Portal on the Intranet, with links to documents and other resources.

6. Management Team's Views

6.1 The views of the Management Team are sought on:

(i) the content and priorities of the Member Development Programme September 2017 - April 2018, taking into account the suggested topics detailed in 3.2 above and incorporating any other topic areas;

(ii) the use of the "Market Place" and development of a rota as detailed in 3.7 above;

(iii) the content and priorities of the initial Cabinet Induction programme, taking into account the suggested topics detailed in Appendix 4 and incorporating any other topic areas;

(iii) the use of external facilitators to support the development of the Cabinet and/or individual Portfolio Holders;

(iv) the information and support provided to individual Portfolio Holders as detailed in Appendix 5 and

(v) the development of an induction / development programme and information for group leaders

to enable the Member Development Working Group and Democratic Services Committee to finalise and manage the development programmes and other related topics.

Appendix 1

Members' Induction Programme after the Election on 4th May 2017

The following Induction Programme will be provided at County Hall, Llandrindod Wells. All elected councillors [Members] **MUST** attend the sessions identified for them, to enable them to undertake their role[s] in the Council. It is intended that these sessions will be provided only once, so keeping the costs to the Council to a minimum.

Date	Topic
11 th May, 2017 10.00 a.m. – 4.00 p.m.	Orientation for New members [i.e. not returning members]
16 th May, 2017	Code of Conduct – Mandatory for all Members
22 nd May, 2017 10.00 a.m. – 1.00 p.m.	Introduction to the Council - for New Members [i.e. not returning members]
22 nd May, 2017 2.00 p.m. – 4.00 p.m.	Planning Protocol - for all Members

18th May, 2017 – **First Annual General meeting** – all Members – at this meeting the Leader is appointed and the membership of the Committees will be confirmed.

COMMITTEE INDUCTION

On appointment to a Committee at the Annual Meeting a Member **MUST** attend the relevant Committee Induction. Non-attendance will mean that the Member cannot participate in the work of the Committee.

PLANNING, TAXI LICENSING & RIGHTS OF WAY COMMITTEE

25 th May, 2017 10.00 a.m. – 4.00 p.m.	Planning - Planning for Councillors/LDP and role of Councillors & Planning Protocol
20 th July 2017 10.00 a.m. – 4.00 p.m.	Licensing – the law relating to taxi licensing and other licensing such as caravan sites, scrap metal etc.
Date to be agreed	Rights of Way – rights of way, village green and commons applications

LICENSING ACT 2003 COMMITTEE

4 th July, 2017	Licensing – the law relating to alcohol licensing
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10.00 a.m. – 4.00 p.m.	
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SCRUTINY COMMITTEES and AUDIT COMMITTEE

8 th June, 2017 10.00 a.m. – 4.00 p.m.	Scrutiny issues
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EMPLOYMENT AND APPEALS COMMITTEE

21 st June, 2017 10.00 a.m. – 1.00 p.m.	Employment issues and other appeals
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AUDIT COMMITTEE

21 st June, 2017 2.00 p.m. – 4.00 p.m.	Audit – financial issues
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PENSIONS AND INVESTMENT COMMITTEE

30 th June, 2017 10.00 a.m. – 1.00 p.m.	Pensions and Investment
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STANDARDS COMMITTEE

28 th June, 2017 10.00 a.m. – 1.00 p.m.	Training including considering dispensations, appeal hearings and referrals regarding Code of Conduct
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CHAIRS AND VICE CHAIRS OF COMMITTEES

19 th June, 2017 10.00 a.m. – 4.00 p.m.	Chairing skills & using the equipment in the Chamber for managing meetings
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E-learning for members available on the All Wales Academy [AWA]:

Available currently (September 2016)	Available for the new intake (to be converted from WLGA materials by local authority training officers)
Chairing Meetings	Introduction to Scrutiny
Decisions for Future Generations	Ethics and Standards
Public Speaking	Planning for non-planning committee
Personal Resilience	Planning for planning committee
Effective Writing	Corporate Parenting
Stress Awareness	Safeguarding Adults
Using E learning in your development	Child Sexual Exploitation
Managing yourself and your time	Social Media
Emotional intelligence	Community Leadership and Casework
Violence against Women, domestic abuse and sexual violence	
Modules on Staff section now that will also be of use to members:	
Equalities (Governors module)	Social Services and Well Being Act
Freedom of Information	Managing information

“Market Place”

The “Market Place” is an idea which is used across Councils in Wales during the first few months of a new Council, as an introduction to service areas.

The Member Development Working Group [MDWG] has agreed to use the “Market Place” as part of the Induction Programme. The format will be evaluated by the MDWG and, if appropriate, be used as part of the ongoing Members’ Induction Programme during the period July – December 2017.

The format, on an ongoing basis, may also provide services an opportunity to promote their work and also link with Members. Many service areas are at a disadvantage in that they are not as high profile as, for example education and social care. From the Members’ perspective it would be a more interactive opportunity to learn more about services rather than merely listening to someone making a presentation about a service.

Format

Display area	<p>Reception area and the area outside the Council Chamber.</p> <p>On Council meeting days only the Reception area will be used, due to the fact that the number of Members attending these meetings are higher.</p> <p>In addition, if a controversial issue is being discussed at Council a “Market Place” would be postponed, due to the potential large attendance by the public.</p>
Tables	Tables available
Display boards	Available from Communications Team
Link with	Rota of sessions will be provided to Reception and Caretakers.
Times	<p>Set up from 11.00 a.m. to be up & running from 12.00 p.m. – so catching people over the lunch break period.</p> <p>Sessions to run for two hours</p>
Copies of information for Members	Service areas would be responsible for providing any material to Members, no cost would be covered by Democratic Services etc.
Information on the Members	Information could be put on the Members Portal

Portal	and wherever possible there would be links to information already on the Intranet or Council website or other organisations' websites.
Evaluation	Feedback would be sought by Democratic Services from Members and also service areas as to the usefulness of the "Market Place".

Service/Topic areas

What can be covered in the "Market Place"	<p>The purpose of the "Market Place" is to make Members aware of:</p> <ul style="list-style-type: none"> • key policy and service information • forthcoming legislation or guidance which will impact on services • service model changes • promoting the work of partner organisations <p>A "Market Place" may</p> <ul style="list-style-type: none"> • lead to a Member Development seminar, where more detailed information can be provided or when legislation etc. has been enacted etc. or • follow a previous Member Development session, providing a useful way of updating members on issues rather than providing a formal session
What should not be covered in the "Market Place"	<p>The Heads of Service would be responsible for ensuring that the system is used in the appropriate way.</p> <p>Details of how a service could be affected by service cuts should not be raised.</p>

How to access a slot on the "Market Place"

How is the system managed?	A programme of service area/topics will be managed by the Member Development Working Group. The Group will also consider the evaluation feedback and review the system.
Do Portfolio Holders need to be involved?	<p>A service area is responsible for ensuring that their Portfolio Holder is informed that a request for inclusion in the programme has been made and of the date agreed.</p> <p>A Portfolio Holder, however, does not need to be in attendance.</p>

Cabinet development 2017

	Topic areas	How provide	Priority/timing
A	<p>Understanding the role of Cabinet and the Portfolio Holders role (both through collective responsibility and for the portfolio),</p> <ul style="list-style-type: none"> • The challenges of corporate governance and corporate responsibility - especially important that cabinet members understand that they act corporately and strategically and that they must not use cabinet to advance or favour • How the Cabinet works together most effectively as a group of people • Working strategically and having a vision vs Local issues and priorities • Working strategically rather than operationally • Managing risk – sharing risks with Cabinet • Managing resources – people and finances 	Cabinet Induction session	
B	<p>Understanding the various relationships with :</p> <ul style="list-style-type: none"> • Management Team, Heads of Service [HoS] and other Officers [the CEO/Directors and HoS need to support the Cabinet/Portfolio Holder and need to be the primary point of contact (but not exclusively)] • the detailed briefings for Portfolio Holders on the detail of their Portfolio • includes the courtesy of always copying HoS in to emails to more junior officers, and dangers of bypassing 	Cabinet Induction session	

	<p>HoS and/or instructing junior officers direct.</p> <ul style="list-style-type: none"> • Full Council • Annual appraisal of the Chief Executive and their role and the format of these appraisals. 		
C	<p>Service budgets –</p> <ul style="list-style-type: none"> • How these are monitored (quarterly Performance Indicators etc.) and when and how to drill down • Role of service finance partner • Role of corporate Commercial Services. 	Cabinet Induction session	
D	<p>How to work effectively with scrutiny and developing relationships and the role of scrutiny in respect of the Cabinet</p>	Scrutiny induction session	
E	<p>Communication –</p> <ul style="list-style-type: none"> • Using social media • Speaking to the media • Cabinet members are responsible for their service’s public face and that includes all news releases so should have a process for everything passing across their desk before issue • When and how to initiate news releases or other communications and the importance of sharing with HoS before issue • When and how to respond to approaches from media, lobbyists, etc. • Role of corporate Communications Unit • When and how to respond to invitations to attend events, e.g. public meetings – what support/briefing is available from officers prior to/at and after events 	Session led by Communications Team and/or external provider	
F	<p>Understanding relationships with -</p>	Cabinet Induction	

	<ul style="list-style-type: none"> • other Members and how to communicate with them, attendance at Shire meetings, different ways of updating members • Welsh Government, AMs and MPs • External bodies 	session	
G	<p>Managing your role and time –</p> <ul style="list-style-type: none"> • Time Management including managing your ward councillor role • IT support/using Lync etc. so that you do not need to always be at County Hall 	eLearning package IT support session	
H	<p>For the individual Portfolios:</p> <ul style="list-style-type: none"> • Key strategic documents • List of all meetings/boards etc. that the portfolio holder attends/invited to – <ul style="list-style-type: none"> ○ details of role of portfolio holder on each ○ how do they report back to Cabinet ○ what powers/authority the Portfolio Holder has to commit the authority to a policy or course of action at such meetings ○ officer link/support • Approach to/importance of prioritising meetings at which the cabinet member represents the authority • Relations to Welsh Government officials, ministers • Awareness of any regulatory bodies or inspection cycles which affect the portfolio. 	Individual Portfolio Holder's meeting with Strategic Director and Heads of Service	
I	What is and is not a legitimate expense for cabinet members.	Cabinet Induction session	
J	<p>Dealing with issues raised by third parties –</p> <ul style="list-style-type: none"> • Process for responding to 	Cabinet Induction session	

	<p>enquiries/complaints from AMs and MPs (officers draft, but portfolio holder remains responsible so should always see and may amend final responses)</p> <ul style="list-style-type: none">• Dealing with complaints from the public		
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Working document – areas for further work highlighted in yellow

Portfolio Holders – what you need to know

An overview of what it means to be a Portfolio Holder

As a Portfolio Holder you need to keep the following in mind:

- You undertake the role of providing political direction for the services in your Portfolio.
- Remember – you are not the ‘mouth piece’ for the service(s) and for officers! Your role is to provide challenge / be a critical friend to the officers and the service.
- You should provide support for the service(s) and officers BUT do not get too close and cosy with the relevant officers. Always keep 'a very clear line' between the role of Cabinet Member [Portfolio Holder] and that of the relevant officers.
- You should always work at a strategic level rather than getting involved in operational issues.
- Corporate responsibility is important. Always share issues (good and bad) with the Leader and Cabinet colleagues, so to enhance corporate responsibility. Do not keep problems in your services to yourself, share them with your colleagues! Solve problems collectively.
- You must accept your role in corporate decisions and corporate responsibility and therefore support the Cabinet decisions outside of the Cabinet, even if the Cabinet decision did not accord with your views.
- Within your Portfolio you are responsible for:
 - the performance of the services in your Portfolio;
 - making sure that the services in your Portfolio are meeting budgetary targets;
 - ensuring that your services plan ahead and that the Cabinet Forward Work Programme is populated six months ahead with items requiring executive decision;
 - ensuring you work closely with other Portfolio Holders on matters which are crosscutting.
- The role of scrutiny is important, as both the executive functions and scrutiny are working to the same end. Look at how scrutiny can assist you in your role as Cabinet Member, especially looking to assist scrutiny to undertake 'pre-scrutiny' on key issues.
- Remember you need to consider how best you can communicate matters relating to your Portfolio to Members of Council i.e. those that are not on the Cabinet.
- You should adopt a helpful relationship with all Members of Council, irrespective of their political views. You are there to help and assist all Members with regards to services in your Portfolio.

To support you in your role as a Portfolio Holder the following information has been developed. The information is divided into the following sections:

Contact details

Supporting you in your role

Role description and person specification

Your responsibilities as a Portfolio Holder

Key and current issues for your Portfolio and Cabinet programme

Remember your Ward role

Section 1

Contact details: to be provided in a table format, with live email links

- Leader & PA
- Cabinet Members – other Portfolio Holders
- Chief Executive, Strategic Directors and Monitoring Officer & PAs
- Heads of Service, PAs, Cabinet Business Manager and other key staff

Section 2

Supporting you in your role:

- **Support available from Member Support Unit** – officers, managing diary, managing emails, rooms in Unit, booking meetings, gathering background information, drafting responses, how to deal with emails from the public, Welsh Govt, AMs, MPs and Members and the process for managing complaints – checking system agreed in May 2013
- Dealing with the press and links with the Communications Team – info requested from John Evans Comms – John advised current support being reviewed, Portfolio Holders asked for views. Details to be added of revised support. 31/10 emailed John for update

Section 3

Role description, person specification and competencies

The Council has developed a Role description, person specification and competencies for all positions within the Council, based on the Welsh Local Government Association [WLGA] documents. Information relating to Portfolio Holders, Leader and Deputy Leader are attached [copy attached/or link to document]. These provide you with an overview of your role and the range of skills and competencies [and knowledge] you need to undertake the role. As with any role you are not expected to have all these competencies and skills.

To support you throughout your appointment as a Portfolio Holder you will be required to undertake Personal Development Reviews [PDRs]. Your first PDR will be undertaken within three months of appointment.

A PDR will enable you to identify your personal development needs to support you in your current and future roles. PDRs are not however, designed as an assessment of your individual performance.

An officer will contact you after your appointment to arrange a PDR meeting.

Section 4

Your responsibilities as a Portfolio Holder

During the first week of your appointment meetings will be arranged with your Strategic Director and Heads of Services. These are important meetings and will ensure that you are immediately aware of issues within your Portfolio. You will need to ensure that you agree with these officers the arrangements for future meetings.

The following sections of the Constitution refer to the Cabinet and Portfolio role **[attach or provide links]**:

Section 5 – The Cabinet

Section 6 – The Leader

Section 13 – Responsibility for Functions – Schedule 2 – Pages 47 - 56 and

Schedule 3 – Page 77

Delegation to Cabinet Portfolio Holders – Page 90 – 100

You need to make sure that you are conversant with the requirements in respect of individual Cabinet Portfolio Holder decisions, the need for the preparation of reports, the timescales for decisions to be taken as well as notifying Democratic Services to make sure that delegated decisions are recorded. During your first week of appointment you should discuss the former with the Cabinet Manager.

The Cabinet and associated meetings are as follows:

- Cabinet/Management Team – meetings with the Chief Executive and Strategic Directors. These are private meetings not open to the public or members not on the Cabinet
- Informal Cabinet - Decisions are not taken at these meetings but they provide a forum at which issues can be discussed, prior to Cabinet meetings.
- Cabinet - Decisions are made at these meetings which are held in public.
- Strategic Overview Board – These are quarterly meetings at which the performance indicators for each Service are examined. These meetings are not open to the public or members not on the Cabinet.
- Joint Chairs Commissioning & Procurement Board
- Public Service Board

Remember your corporate responsibility when meeting, representing the Cabinet at any meetings or when meeting residents or organisations in your ward. You must always properly present and support decisions taken by the Cabinet, even if you did not support them yourself. At no time should you ever criticise or undermine

decisions that have been taken. You have to accept corporate responsibility at all times.

In addition to the above there are also the following meetings:

- – add any further information

As a Portfolio Holder you will also be involved in a range of groups, boards, committees. Some of these will be internal but others will be external where you represent the Cabinet and Council.

Details to be collated: i.e. details of committees/organisations, role of membership and the reporting mechanism to Cabinet:

- Internal boards/groups etc. – frequency of meetings, locations, officer support – maybe this is what we ask Heads of Services to provide and just state here that this info will be available from these
- Scrutiny Committees – links to and attendance at - Wyn
- Reporting to Shires – rota Shane
- External boards/groups etc. – frequency of meetings, locations, officer support – check Steve & our database

Role of PH in Chief Executive's appraisal – add in info

Section 5

Key and current issues for your Portfolio and Cabinet programme

You should understand the vision in the following key documents [add links]:

- One Powys Plan
- Local Development Plan
- Service Improvement Plans
- Powys 2020
- Corporate Improvement Plan 2016-19

During your first meeting with the Strategic Director and Heads of Services you should ensure that you are provided with the following information relating to your portfolio: either add checklist to this or ask SDs/HoS to provide as appropriate

- Key PCC policies and documents and key national policies and documents
- Statutory Requirements within the service i.e. Director of Social Services, Monitoring Officer, S151 Officer, Director of Education,
- Key issues for your Portfolio
- Cabinet Work Programme – this shows the areas of your Portfolio responsibility scheduled for Cabinet over the next six months.
- Details of committees/organisations, role of membership and the reporting mechanism to Cabinet – see last part of Section 4 above

Section 6

Remember your Ward Councillor role

As a Portfolio Holder you will also need to ensure that you do not forget your responsibilities as a Ward Councillor. Getting the balance between these two distinct roles is important. Speak to members who have been Portfolio Holders before to see what they do.

As a Portfolio Holder you have an advantage over other non-Cabinet members in that you should know exactly what is going on, the direction of travel and have a detailed knowledge and understanding of the Council and what is happening. You can bring this to your role as a ward Councillor. However you must be careful not to disclose any information discussed privately by the Cabinet which is not yet in the public domain.

- As a Portfolio Holder, when you attend meetings of your Town or Community Councils (which all Councillors should) you will have lots of information at your fingertips which will help both you and them. You will be able to answer many questions from them on the spot, which in many cases, non-Cabinet Members could not possibly be expected to. This cuts down your workload by you not having to go back to Council to obtain information or answers. **BUT** remember confidentiality again.

The challenges and how you might address them:

- Time is a major challenge. The following may work for you:
 - Write a report on issues and present this to your Town/Community Council Meetings. Most Town & Community Councils have websites, so ask them to put your report to them on their website or at least attach it to their minutes on their website. This will assist you in providing information to your constituents.
 - Ask if you can add the report to any Community Newsletters published in your area. This is also an effective way of communicating high quality information to your residents.
 - Use reminders on your laptop [in Outlook] to manage your time. This will help you to meet deadlines for any newsletters etc. don't let 'deadline' dates creep up on you. Time management is key in your dual role.
 - You should create time to serve on the Governing Body of your schools or schools (you can be on 2 Governing Bodies). You have up to date information that you can give them and knowledge gained can help you also in Cabinet.
 - Try and organise at least 1 day per fortnight (or 1 day a week if possible) for Portfolio administration work and for dealing with individual constituency issues.
- Ward correspondence and residents requests. You must make sure that your Cabinet role does not give your residents cause to claim that you are

no longer interested in them. Come the next election they will decide your future! Always respond quickly, even if you have to just provide a holding response. Try and deal with ward correspondence in a natural way, alongside your daily responsibilities, otherwise you will end up working all evenings and weekends. – refer back to Section 2 re support

- Finding time to ‘get around’ your constituency is always a challenge. Try to travel different routes in your ward when travelling, even if it’s on the way to the pub, church or visit friends. This way you naturally see things in your ward (e.g. state of roads etc.)
- Trying to represent your community as the ward member when you are the Portfolio Holder for the area under discussion can represent a conflict. Discuss how you manage this with the Leader and other Cabinet members. It may be agreed to bring in another cabinet member to assist in the discussions and to take the lead. Another option to resolve the conflict between your ward Councillor role and your Portfolio Holder responsibilities and cabinet collective responsibilities, is to speak as a local member at cabinet meetings and abstain from voting where necessary.
- Election time is a major challenge for Portfolio Holders. Your opponents will be out there 3 or 4 months beforehand, you will be tied up with your portfolio and helping to run the Council. So plan ahead for that eventuality, otherwise you will end up with only 2 or 3 weeks to do your canvassing.

AND FINALLY

- Make sure that you have family and leisure time clearly mapped out, Portfolio responsibilities and ward responsibilities can jointly take over your life 7 days per week....do not let it do so. Your health, wellbeing and your family are more important.
- If you are finding that your Portfolio role is all consuming – talk to someone – the Leader/Deputy Leader, a Cabinet colleague, the Strategic Director, Cabinet Manager or Head of Democratic Services – these people will be able to provide support and suggest ways on how to manage your time and also arrange development opportunities to support you.

This document has been developed by the Member Development Working Group and takes into account views of previous Portfolio Holders.

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MINUTES OF A MEETING OF THE MEMBER DEVELOPMENT WORKING GROUP HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON MONDAY, 6 JUNE 2016

PRESENT

County Councillor S C Davies (Chair)

County Councillor L V Corfield

1.	APOLOGIES	MDWG13- 2016
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Apologies were received from Councillors P.J. Ashton and M.J. Jones.

It was noted that membership of the Working Group would need to be considered at the next Democratic Services Committee [DSC], due to the recent changes in membership of the latter.

2.	NOTES OF PREVIOUS MEETINGS	MDWG14- 2016
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The notes of the previous meeting held on 11th March, 2016 were agreed as a correct record.

3.	MEMBER DEVELOPMENT PROGRAMME	MDWG15- 2016
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15.1. Member Induction 2017

The Working Group received a draft Induction Programme for 2017. This was based on the template produced by the Member and Officer Support Network, Welsh Local Government Association [WLGA].

It was noted that the first Induction Day was based around the need for new members [not re-elected members] to receive training on using the systems in the meeting rooms, receive laptops and training on Modern.Gov and also undertake orientation training etc, so that they can participate in the Annual Meeting. Officers advised that the "Market Place" was an idea used in other authorities where service areas provided manned stands providing basic information about services. A "Market Place" programme would be provided throughout the year at Council meetings and Member Development sessions.

Officers advised that the Induction Programme would be included in information sent to prospective candidates. Individuals would also be advised that if they were elected they would be required to complete this Induction training.

Officers indicated that the outcome of the evaluation on the use of iPads by members may have an impact on the provision of equipment in the future. Officers would meet with IT, HR and Property to review the process and timescales for adding new members onto the Council's systems, and the allocation of equipment etc.

The Working Group agreed the Induction Programme.

15.2. Member Development Programme 2016-17

The Chair welcomed Jason Lewis, Head of Professional Services and Commissioning to the meeting. The Group noted that the Portfolio Holder, Property, Buildings and Housing had asked that a session on Procurement be added to the Member Development Programme.

The Group noted that that two separate sessions should be provided, for Procurement and Commissioning. It was agreed that the sessions should provide an overview of the high level issues and include information on the members' role in this new way of providing services and accountability issues whether through contract monitoring or scrutiny and the consequences of changing the way services are provided. The officer advised that the WLGA had commissioned an individual to provide procurement training and the University of Glamorgan had developed commissioning training for officers which could be adapted for members.

It was agreed that:

- i. the Procurement session would be provided in early September [9th September offered] and
- ii. the Commissioning session provided in late September or early October.
- iii. sessions on these issues would be included in the Member Development Programme for the autumn of 2017.

15.3. Evaluation summaries

The Group received and noted the evaluation forms for the following sessions:

- Debating skills – 23rd March
- Powys Youth Forum – 30th March
- Property Update – 6th April
- Adult & Child Protection – 22nd April

In response to comments about the level of attendance at sessions officers advised that this issue had been debated previously and Council agreed that members were required to attend mandatory training but it was up to them if they attended any other session. It was noted that attendance levels at sessions was generally higher than in other authorities. Members considered that any information sent to Members regarding the Programme should state that the Authority considers the sessions as important and would help to increase Members' understanding and awareness of issues.

4.	MEMBER SUPPORT AND MATERIAL FOR MEMBERS	MDWG16- 2016
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The Working Group noted the comments from the Councillor W. Jones, Joint Deputy Leader and Portfolio Holder for Finance.

It was agreed that it be recommended to the Democratic Services Committee that:

- i. Where members wish to have business and/or calling cards that they meet the production costs.

It was noted that on approval by Council this information would be included in the new members' Information Pack.

5.	MEMBERS' INFORMATION PACKS FOR 2017	MDWG17- 2016
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The Working Group reviewed the content of the 2012 Members' Information Pack and noted the comments from a number of members.

It was agreed that the following would be considered for inclusion:

- details of IT support and equipment provided
- maps showing the location of services
- useful numbers and contact details
- town maps

It was noted that a protocol on how to respond to enquiries etc. from AMs and MPs had been developed. A protocol on how to respond to members enquiries would also be developed and would be included in the Pack.

Officers advised that Members who decide not to stand in the 2017 election would be asked to return their laptops, so that they can be cleansed prior to allocating to another member. Officers would check with IT as to the time needed to cleanse a machine. The Working Group would then recommend to the DSC the timescale for the return of laptops for this work to be completed.

It was noted that in 2012 the Information Packs were given to candidates at the counts. The Working Group discussed whether it was more appropriate to provide basic information in a letter, together with any forms for completion, and distribute the Information Packs at the first Induction Day. It was considered that the latter may be more appropriate.

County Councillor S C Davies (Chair)

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DSC6 - 2017

Joint Chairs and Vice Chairs Steering Group – 5 July 2016

MINUTES OF A MEETING OF THE JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP HELD AT COUNCIL CHAMBER - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 5 JULY 2016

PRESENT: County Councillor

County Councillors K W Curry, L V Corfield, S C Davies, D R Jones, JG Morris and Mr J Brautigam

In Attendance: County Councillors

Officers: Paul Griffiths (Strategic Director - Place), Jeremy Patterson (Chief Executive), Liz Patterson (Scrutiny Officer), Clive Pinney (Solicitor to the Council), David Powell (Strategic Director - Resources), Lisa Richards (Scrutiny Officer) and Wyn Richards (Scrutiny Manager and Head of Democratic Services)

1.	APOLOGIES	JCSG1 - 2016
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Members: County Councillors M J Dorrance

Officers: Amanda Lewis and Peter Jones

2.	NOTES OF THE LAST MEETING	JCSG2 - 2016
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Documents:

- Notes of 24 May 2016

Outcome:

- Noted

3.	DISCUSSION WITH THE CHIEF EXECUTIVE, STRATEGIC DIRECTORS REGARDING POTENTIAL SCRUTINY ITEMS	JCSG3 - 2016
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Documents Considered:

- None

Issues Discussed:

- The Chief Executive reported a change in emphasis in relation to schools scrutiny. He had discussions with WG officials around ERW particularly where they were involved in schools in special measures. There needed to be further discussion regarding demonstrating that ERW is being held to account in terms of school improvement. He suggested that there should be regular attendance at the School Scrutiny Panel by the Hub Lead and Chief Executive of ERW in order to scrutinize their role and

- advice to schools in special measures. Schools in Powys in special measures were taking too long to improve.
- The Chair informed the meeting that Brecon High School may come out of special measures if this year's exam results were positive. Estyn no longer consider financial issues. Intervention at Brecon High School is costing approximately £200K per annum and, if special measures were to be lifted, those posts would need to continue otherwise the situation would be exacerbated
 - Challenge Advisers are employed by the Authority but are responsible to ERW and consideration should be given to how to ensure efficient and effective challenge. Many Challenge Advisers have been teachers and there can be difficulties where a Challenge Adviser has to challenge former colleagues. ERW has been established on a different basis to the other three regional education bodies operating in Wales and this appears to be an area of concern. Estyn have recently completed an inspection of ERW and the Chief Executive was interviewed in this regard. There needs to be greater clarification of roles and accountability.
 - Failing schools are unacceptable and there is a greater risk of poor performance and increased debt. It was thought that a thorough review of budgets and demands should be undertaken. The Leader is a member of ERW and he should be asked to raise these issues with them. A further suggestion was made that all LEA Governors should be brought together for additional training around their roles and responsibilities and be adequately equipped to challenge Head Teachers and senior managers. Governors can only rely on the information they are given. It was suggested that the problems were structural and ERW does not consider those structures. Evidence being given to governing bodies is qualitative rather than quantitative. It may become necessary for the LEA to use the powers vested in it although the political repercussions of such action were noted.
 - The Group debated the way in which scrutiny could deal with the issues raised. This could be undertaken by the Schools Scrutiny Panel in interviewing the Hub Lead and Chief Executive of ERW and at the wider regional group. It was acknowledged that the regional ERW scrutiny group consisted of a number of retired teachers who were now councillors and could be too defensive.
 - Delivery of the Corporate Improvement Plan was heavily dependent on ERW's performance
 - An independent report into school transport at Llanfyllin High School had raised wider, systemic issues which could usefully be investigated further by a joint group comprising Members of Audit, Place and People Scrutiny Committees. This Group should also consider the way in which school budgets could be used during the transformation process. The Fair Funding Formula could also be considered to ensure schools are funded in a modern and proactive way – the Authority cannot continue to increase funding at failing schools as this does not necessarily lead to improvement. The Schools Finance Service should also be reviewed.
 - The Strategic Director Place had given a presentation to the Place Committee on the major issues affecting the directorate. It had been suggested that the Committee should review the process for identifying options for Highways Transport and Recycling and then track the progress of the option that is agreed upon.

- The profile of savings delivery in Adult Social Care remains a concern. Activity should be in hand now to deliver savings in 2017/18 –joint scrutiny could be considered between People Scrutiny Committee and The Finance Scrutiny Panel.
- The Adult Social Care Scrutiny Group should consider equality of access for services as assessments should be portable. Local area assessments may lead to differences in delivery of service.
- These latter items will be considered under the scrutiny work programme later on the agenda

Outcomes:

Action	Completion Date	Action By
A meeting with the Chairs of Audit, People and Place, Chief Executive and Strategic Director, Resources to scope a review of the issues raised within the Walters report be convened.	July 2016	LR
The Leader be briefed on the issues raised and asked to raise these with ERW	July 2016	Chief Executive
The Schools Scrutiny Panel to invite the Hub Leader and Executive of ERW to regular meetings	Ongoing	LP
Additional training to be arranged for LEA Governors regarding their roles, responsibilities and greater challenge of Head Teachers and senior managers	September 2016	CP

4.	SCRUTINY IN CHALLENGING TIMES	JCSG4 - 2016
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Documents Considered:

- Notes of Conference ‘Scrutiny in Challenging Times’

Issues Discussed:

- Consideration should be given to starting with a blank sheet of paper – do one review well rather than spread resources to thinly
- No authority was well resourced for scrutiny
- The Government appeared to be more proactive in England – if a local authority was failing in an area, that service would be taken away
- Wales had been perceived as being good at scrutiny but was now slipping back

Outcomes:

- **Noted**

5.	PROCESS FOR PRE DECISION SCRUTINY	JCSG5 - 2016
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Documents Considered:

- Pre Decision scrutiny process

Issues Discussed:

- A process was being developed following a joint meeting with Cabinet regarding scrutiny's earlier involvement with major issues
- The Cabinet Work Programme was not sufficiently populated to enable scrutiny to complete its own work programme adequately
- Scrutiny would have to remain flexible as some issues will move more quickly than others
- Scrutiny must be careful not to attempt to be involved in the decision making
- An earlier evaluation of projects could lead to alternative proposals
- Strategic Directors foresaw difficulties with the proposed timescales

Outcomes:

- **Noted.**

6.	CABINET WORK PROGRAMME	JCSG6 - 2016
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Documents Considered:

- Cabinet work programme

Issues Discussed:

- The forward work programme must be completed more accurately

Outcomes:

- **Noted**

7.	SCRUTINY WORK PROGRAMME	JCSG7 - 2016
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Documents Considered:

- Scrutiny work programme

Issues Discussed:

- The work programme was reviewed alongside issues raised during the meeting and prioritised

Outcomes:

The scrutiny work programme was prioritised as follows:

Action	Completion Date	Action By
Schools Finance etc review	November 2016	LR/LP
Adult Social Care – Day Services for Older People	September 2016	LP
Regeneration – strategy work streams – assess current position with Head of Service	July 2016	WR
ERW Challenge Advisory Service	September 2016	LP
Libraries Service Redesign and Delivery – pre scrutiny	September 2016	LR
Household Waste Recycling Centres	September 2016	LR
Management of Care Homes	September 2016	LP

8.	PUBLIC SERVICE BOARD	JCSG8 - 2016
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8.1. Draft Notes of Previous Meeting(s)

It was noted that the minutes of the meeting on 9 June 2016 were not yet available.

8.2. PSB Dates - For Information

- 22 September 2016
- 1 December 2016

9.	DATES OF NEXT MEETINGS - FOR INFORMATION	JCSG9 - 2016
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Following a decision by Cabinet to adjust their meeting dates, meetings of the Joint Chairs and Vice-chairs Steering Group would also be amended as follows:

- 13 September 2016
- 4 October 2016
- 22 November 2016

- 20 December 2016

County Councillor

MINUTES OF A MEETING OF THE JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP HELD AT COUNCIL CHAMBER - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 13 SEPTEMBER 2016

PRESENT: County Councillor

County Councillors K W Curry, M J Dorrance, D R Jones, JG Morris and Mr J Brautigam

Officers: Officers: Jeremy Patterson, Clive Pinney, David Powell, Peter Jones, Rhian Jones, Wyn Richards, Liz Patterson and Lisa Richards

1.	APOLOGIES	JCSG42 - 2016
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Members: County Councillors L Corfield and S Davies
Officers: Paul Griffiths

2.	DRAFT NOTES - FOR CONSIDERATION	JCSG43 - 2016
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Documents Considered:

- Notes of meeting 5 July 2016

Issues Discussed:

- The Chief Executive confirmed that he had briefed the Leader regarding scrutiny of ERW and that he had also raised the issue with ERW directly. Similar concerns had been identified within the Estyn Inspection of ERW.
- The Group queried whether a response had been received from Cabinet regarding a report submitted by the Chairs relating to the Commissioning and Procurement Board. No response had been received and the Chair agreed to pursue this with the Leader

Outcomes:

- **Noted**

3.	DISCUSSION WITH THE CHIEF EXECUTIVE, STRATEGIC DIRECTORS REGARDING POTENTIAL SCRUTINY ITEMS	JCSG44 - 2016
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Issues Discussed:

- Previously the Chief Executive had focussed on ERW – the schools service are in the process of preparing a standards report and provisional results show some good results. The Welsh Government are particularly

- keen to study information in respect of free school meals. Using that indicator, Powys has performed just below the national average. It was suggested that work should be undertaken to evaluate how pupil deprivation grants are used and what benefit is derived from that funding. It was essential to target those funds where they were needed and this should be evidenced – perhaps in conjunction with a review of standards.
- The Chief Executive informed Members that the Financial Overview and Forecast report showed significant overspends particularly in Adult Social Care. Following discussions with the Leader and Portfolio Holder for Finance, further work will be undertaken around modelling and savings. Whilst every local authority is different there needs to be an assessment of savings patterns elsewhere. It is widely acknowledged that current methods of delivery are not sustainable but ongoing initiatives do not seem to be making sufficient difference. The Chair of Audit proposed that joint Audit /People scrutiny be undertaken as a priority. There was a further discussion around the costs of bringing some home care provision in house – costs of £750K had been written off in 15/16 and have been included in the base budget for 16/17 and should not be contributing to the overspend. In total an additional £1.053M had been included in the ASC base budget. Further savings relating to residential care and day time activities are not likely to be achieved in the specified timescale. Members were of the opinion that it had been apparent for some time that savings would not be achieved but this did not seem to be recognised within the service. Spending appears to have been out of control within the service for many years. There was a role for Audit Committee to review and scrutinize the financial affairs of the Authority. The service were reliant on other services meeting their shortfall on a regular basis. The Chief Executive suggested that there was a role for scrutiny in stabilising the ASC budget. The service will produce a Sustainability Plan but Members felt this should be designated a ‘Recovery Plan’. People 2 were also to give advice to the service and scrutiny should be involved throughout this process. The Strategic Director, Resources informed the meeting that the finance team assisting ASC had been bolstered and were currently going through the budget line by line – this detail would be available by the end of the month. The Chair of People suggested a strategic review would also be required.
 - The Chair of Place noted the projected £ ½ M overspend on school transport and suggested that this should be subject to scrutiny.

Outcomes:

Action	Completion Date	Action By
Joint Audit /People scrutiny to be undertaken on ASC budgets	End October 2016	Chairs - Audit and People

4.	ONE POWYS PLAN - ANNUAL PERFORMANCE EVALUATION 2015-16	JCSG45 - 2016
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Documents Considered:

- Annual Performance Evaluation 2015-16

Issues Discussed:

- Annual process
- Document circulated for comments to scrutiny Members
- Will be circulated to the PSB by the end of the week
- Cabinet - 4 October 2016
- Council - 19 October 2016
- Communications Team to proof read
- Consideration should be given to improving the preamble to clarify why the PSB was established together with its aspirations. Statutory partner organisations should be listed. The two stories that are presented may benefit from greater detail regarding the situation before intervention
- There was a disconnect between the narrative and statistics – eg the section on older people is relatively positive but the statistics show that the authority is only ranked 17 and 21 out of 22 for particular services
- There is no reference to the drop in attendance at leisure centres following the takeover by Freedom Leisure
- All Wales performance details were released in early September and it is necessary to qualify some statements and cross reference
- There are no targets for future improvements
- Within the section on education, some data relates to Welsh statistics and some to changes within Powys – there needs to be consistency. There was no mention of schools in special measures or of those being supported.
- Members were informed that it is the Programme Manager and Sponsor who decide whether a project has been successful. In some instances it was noted that success related to initial proposals rather than the totality.

Outcomes:

Action	Completion Date	Action By
Any further comments to be emailed to Peter Jones or Rhian Jones	23 September 2016	Members

5.	WORK PROGRAMME	JCSG46 - 2016
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Documents Considered:

- Work Programme

Issues Discussed:

- Adult Social Care budget – to be given priority
- Further discussions to be held with the Leader regarding pre decision scrutiny

Outcomes:

Action	Completion Date	Action By
The work programme to be amended in line with the discussion	30 September 2016	Wyn Richards
Further discussion regarding pre decision scrutiny items with the Leader	30 September 2016	Wyn Richards

6.	PUBLIC SERVICE BOARD	JCSG47 - 2016
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47.1. Draft Notes of Previous Meeting(s)

Documents Considered:

- None

Issues Discussed:

- Minutes of the last meeting were not yet available
- The PSB is a statutory body with membership comprising Powys County Council, Natural Resources Wales, Health Board and Mid and West Wales Fire Authority
- Invitees include Police and Crime Commissioner's office, Dyfed Powys Police, Probation Service and PAVO. The Brecon Beacons National Park have requested that they also be invited.
- During the first meeting there had been a broad discussion around the terms of reference. Further development has been requested and the next scheduled formal meeting will become a development session
- Programme spotlights will consider learning and skills initially, followed by organisation and partnership
- Confirmation is awaited regarding the date of the next formal meeting – 20 October has been suggested
- The PSB intends to develop joint scrutiny
- Members discussed the commitment of partner agencies to the PSB. Only the four partner agencies were accountable to the Welsh Government
- The PSB cannot operate on a majority, must be unanimous

Outcomes:

- **Noted**

47.2. PSB Dates - For Information

- 22 September, 2016 – development
- 20 October 2016 - tbc
- 1 December, 2016

7.	DATES OF NEXT MEETINGS - FOR INFORMATION	JCSG48 - 2016
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- ??? 18 October 2016
- 29 November 2016
- 17 January 2017
- 28 February 2017
- 21 March 2017
- 11 April 2017
- 20 June 2017
- 11 July 2017
- 19 September 2017
- 10 October 2017
- 7 November 2017
- 5 December 2017

County Councillor

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MINUTES OF A MEETING OF THE JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP HELD AT PEN Y FAN ROOM - COUNTY HALL ON TUESDAY, 18 OCTOBER 2016

PRESENT: County Councillor D R Jones (Chair), M J Dorrance, D R Jones, JG Morris and Mr J Brautigam

Officers: Clive Pinney, Solicitor to the Council, Wyn Richards, Scrutiny Manager, Liz Patterson and Lisa Richards, Scrutiny Officers

1.	APOLOGIES	JCSG49 - 2016
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Members: County Councillors L V Corfield, K W Curry, S C Davies and M C McKenzie
 Officers: J Patterson, D Powell and P Griffiths

2.	DRAFT NOTES - FOR CONSIDERATION	JCSG50 - 2016
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Documents Considered:

- Notes of Meeting held on 13 September 2016

Issues Discussed:

- School Transport – potential overspend of £0.5M. A separate meeting had been held with the Chief Executive regarding the outcomes of the Walters report. This could lead to scrutiny on school transport, schools modernisation and the fair funding formula but a further meeting would need to be held to scope those reviews. It was noted that there were a number of historical anomalies within the current arrangements for school transport. Individual arrangements for SEN pupils were also in place and these would not be affected by a general review of the Policy. It was suggested that a report be requested for further consideration regarding the reasons for the overspend and actions being taken to address the overspend.
- Commissioning and Procurement Board – a response was circulated to the Joint Chair’s report in May 2016. A Commissioning Procurement Review had been undertaken by the LGA and an Action Plan was reported to be in place. However, the Portfolio Holder had not seen the review. Joint Chairs queried why the LGA and not the WLGA had been used to undertake the review, given the diverging policies between England and Wales. The emerging Resource Plan was also key to future developments.

Outcomes:

Action	Completion Date	Action By
The Education and Highways services be asked to prepare a report detailing the extent of the overspend in school transport, actions being taken to address the overspend, whether the home to school transport policy is to be reviewed and, if so,	22 November 2016	WR

when this can be expected		
The Chair write to the Leader to ask why the LGA had been used rather than the WLGA and to request a copy of the review	22 November 2016	Chair/LR
The Chair of the Commissioning and Procurement Board to be invited to the next meeting	22 November 2016	LR

3.	DISCUSSION WITH THE CHIEF EXECUTIVE, STRATEGIC DIRECTORS REGARDING POTENTIAL SCRUTINY ITEMS	JCSG51 - 2016
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No senior managers were present due to a Strategic Overview Board having been called at the same time as the Joint Chairs meeting. Every endeavour would be taken to ensure future meetings did not clash.

4.	DISCUSSIONS WITH LEADER REGARDING PRE-DECISION SCRUTINY	JCSG52 - 2016
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The Chairs of Audit and People Committees had met the Leader to discuss items for pre-decision scrutiny. The Cabinet forward work programme was inadequate to enable planning to be undertaken into the new year.

Outcomes:

Action	Completion Date	Action By
People Scrutiny Committee – Ysgol Cedewain budget	November	LP
Audit Committee – Brecon High School budget		LR
Place Scrutiny Committee – bulky waste or leisure service savings		LR
People Scrutiny Committee - Daytime Activities, Older People	December	LP
Place Scrutiny Committee – HAMP		LR

5.	ROLES OF SCRUTINY COMMITTEES	JCSG53 - 2016
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Documents Considered:

- Scrutiny committee roles

Issues Discussed:

- The proportion of co-opted members on People Scrutiny Committee was greater following the decrease in the membership of committees – this was acknowledged but the number of co-optees was at the minimum requirement. Only the Church and Roman Catholic Church were invited to be represented – other faiths were not represented, as set out in the regulations
- The Group asked if membership of committees should be reviewed. The reduction of members on committees had been designed to increase productivity – Members would have less workload and be committed to one area. This does not seem to have happened, with attendances being sporadic in some cases.
- It was proposed that the Committees be renamed Scrutiny Committee 1 and Scrutiny Committee 2 with their remits being linked to Portfolio Holders' functions

Outcomes:

Action	Completion Date	Action By
Revised remits be drafted for the two scrutiny committees to be implemented from May 2017.	22 November 2016	WR

6.	SPEAKING AT CABINET MEETINGS	JCSG54 - 2016
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Issues:

- Current arrangements for scrutiny chairs speaking at Cabinet were not effective and causing controversy at Cabinet meetings
- Cabinet must act more strategically
- If Cabinet becomes more strategic then the role of scrutiny chair becomes clearer
- The Constitution allows scrutiny chairs and group leaders to speak at Cabinet meetings – this should not include asking questions
- Scrutiny chairs should be able to present scrutiny reviews to Cabinet
- Consideration could be given to written questions being submitted beforehand
- If scrutiny work had been completed beforehand based on an adequate Cabinet work programme, then there would no longer be a need for scrutiny chairs to speak at Cabinet
- The benefits of scrutiny attendance at Cabinet were questionable
- Cabinet was acknowledged to be 'political theatre'
- There were too many information items or decisions to go out to consultation
- A further misconception was that scrutiny was opposition
- Consideration could be given to allowing group leaders to challenge Cabinet at County Council
- The differentiation between scrutiny chairs and group leaders must be clear
- Any changes agreed should not be brought in before the new Council in May 2017

Outcomes:

Action	Completion Date	Action By
Draft proposals to be prepared for discussion with the Joint Chairs Steering Group, Cabinet and Group Leaders in the first instance and eventual consideration by Democratic Services Committee	March 2017	WR

7.	WORK PROGRAMME	JCSG55 - 2016
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Documents Considered:

- Work Programme

Issues Discussed:

- Youth Service redesign – it was noted that this was currently out to consultation but no scrutiny had been undertaken. The topic was not included on the Cabinet work programme
- Savings plans must be scrutinised for effectiveness

Outcomes:

Action	Completion Date	Action By
Youth Service redesign to be rescored 5 and included as a high priority	December/January	LP
Depot Strategy (category 4) to be removed from list	18 October 2016	WR
Emerging Regeneration Strategy to be amended to category 3	18 October 2016	WR
JVC to be included for review in 2018	18 October 2016	WR

8.	PUBLIC SERVICE BOARD	JCSG56 - 2016
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56.1. Draft Notes of Previous Meeting(s)

The draft notes of 5 June 2016 were not yet available.

56.2. PSB Dates - For Information

- 20 October 2016
- 1 December 2016

9.	DATES OF NEXT MEETINGS - FOR INFORMATION	JCSG57 - 2016
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22 November 2016
17 January 2017
28 February 2017
21 March 2017
11 April 2017
20 June 2017
11 July 2017
19 September 2017
10 October 2017
7 November 2017
5 December 2017

County Councillor D R Jones

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MINUTES OF A MEETING OF THE JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP HELD AT COUNCIL CHAMBER - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 22 NOVEMBER 2016

PRESENT: County Councillor D R Jones (Chair)
County Councillors K W Curry, S C Davies, D R Jones, JG Morris and Mr J Brautigam

In Attendance: County Councillors W B Thomas (Leader) and R G Brown (Portfolio Holder for Commissioning, Procurement and Children's Services) (for Item 4)

Officers: Liz Patterson (Scrutiny Officer), Clive Pinney (Solicitor to the Council), David Powell (Strategic Director - Resources), Wyn Richards (Scrutiny Manager and Head of Democratic Services) and Gareth Jones (Senior Manager - Central Support Services) (for item 5)

1.	APOLOGIES	JCSG58 - 2016
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Members: None

Officers: Jeremy Patterson (Chief Executive), Paul Griffiths (Strategic Director – Place), Peter Jones (Professional Lead – Corporate Insight), Lisa Richards (Scrutiny Officer)

2.	DRAFT NOTES - FOR CONSIDERATION	JCSG59 - 2016
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Documents Considered:

- Draft Notes – 18th October, 2016

Issues Discussed:

- Page 6 – Brecon High School finance report not ready as yet. The Leader indicated that he and the Cabinet Manager would be looking at the process as to when reports should be ready to fit into the scrutiny process. The Strategic Director – Resources indicated that the report had now been received from the school and finance staff had again been sent into the school to support it as the financial position was still not where it was required to be. The final report would be presented to Cabinet on 20th December with scrutiny undertaking a pre-scrutiny in December (Audit Committee)
- Page 8 – Speaking at Cabinet Meetings. The Scrutiny Manager outlined the process for reviewing this process.

Outcomes:

- **Noted.**

3.	DISCUSSION WITH THE CHIEF EXECUTIVE,	JCSG60 - 2016
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	STRATEGIC DIRECTORS REGARDING POTENTIAL SCRUTINY ITEMS	
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Documents Considered:

- No issues were raised for discussion.

4.	COMMISSIONING AND PROCUREMENT	JCSG61 - 2016
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Documents Considered:

- Local Government Association (LGA) - Local Government Procurement Review Action Plan
- Briefing Note to the Joint Chairs and Vice-Chairs Steering Group 18th March, 2016
- Cabinet Response to the Briefing Note – 18th October, 2016

Issues Discussed:

- The Portfolio Holder indicated that previously the Commissioning and Procurement Board (CPB) was looking at minutiae although this was good background work. However, it would now be focussing on a more strategic overview. The response to the Joint Chairs in October was prepared by officers rather than the Portfolio Holder. The LGA document had not been considered yet by the CPB (which had received a verbal report from the LGA) and was due for consideration in December.
- Members commented that a number of issues of concern had arisen from considering the minutes and agendas of the CPB. Some of the items of concern could not be linked to the response from officers.
- The Portfolio Holder had challenged officers regarding the lack of the strategic overview by the CPB as it is a challenge body rather than a decision making body i.e. a challenge of officers by Cabinet Members. Members felt that there was no evidence of this.
- There are boards for individual projects but there is a role for the CPB. Some targeted scrutiny is also happening. The CPB was looking at contracts ending in 18 months but the list was too long and therefore unworkable. Now the Board wants to look at the larger contracts all of which should come to the CPB for discussion.
- Services monitor contracts with assistance from the Central Commissioning Team. There are also less requests for extensions of contracts now. All larger contracts have an assigned contract manager. It was suggested that when scrutiny wanted to look at the arrangements for the monitoring and renewal of contracts then the relevant Head of Service and the contracts manager if appropriate could be called to the scrutiny meeting.
- It was suggested that perhaps the terms of reference of the CPB should be reviewed and clarified. It should also have a separate forward work programme which could link to the scrutiny work programme. It was also suggested that summary reports from the CPB to the Cabinet should be

- made outlining discussions and matters for decision without disclosing any confidential information to assist the transparency of the work of the CPB.
- Concern was expressed regarding the capacity and capability of the Council to deliver the proposed plans, even though the workforce planning tool was an useful tool.

Outcomes:

Action	Completion Date	Action By
That a further report be made to the Steering Group once the CPB had considered the LGA report and decided the way forward.	17 January 2017	WR / LR

5.	EDUCATION AND HIGHWAYS	JCSG62 - 2016
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Documents Considered:

- Briefing Note – Home to School and College Transport Budget Position

Issues Discussed:

- Mainstream and SEN transport contracts retendered in last few years. Table 2 shows accounting position, table 3 shows position as it would have been with the “housekeeping” adjustment. Payment to contractors is now made on a 1/12ths basis. There was an adjustment in 2014/15 due to retendering and paying contractors for prior work which was undertaken on the basis of numbers of days. Next year there will be a split of costs by routes so it will be clear if there is an overspend per route.
- Special school routes are not paid on the 1/12th basis as there is much variation in this group compared to mainstream routes which do not vary much. This level of variation would cause too many adjustments in year and at year end.
- SEN – additional £400K costs following requests from schools and parents to provide additional routes which was agreed by the SEN Team. Members asked whether the Northgate fee for achieving savings was based on the £700K revised costs or the £400k original costs.
- Funding for 14-19 inter school transport is not included in the paper and **Gareth Jones was asked to provide additional information on these costs.**
- There is a £900k charge transferred in the budget for the transport of pupils on public service buses.
- The costs of the Highways and Education teams dealing with transport is £600k.
- Members queried the costs of route 74 as to whether this is home to school transport or a public service bus. **Gareth Jones to provide further information.**
- The entitlement for home to school transport is determined by the Schools Service (more than 2 miles for primary pupils, more than 3 miles for

secondary pupils) and the commissioning is then undertaken by the Transport Unit. Members queried the terms closest v allocated schools. Members were advised that this is being reviewed as part of a policy review. Some of the current policies go back to pre 1996. The plan is now to bring a new policy to the Cabinet in Spring 2017 which will look at the whole issue. There will then need to be a consultation on transport to the closest school. There will also need to be transition arrangements in place for the new policy.

- With regard to schools on the border with England, Welsh Government advice is preferably pupils should go to Powys schools, but the Council should transport pupils if the closest school is in England. Parent conveyors are paid on a mileage rate. However this is only offered where it is economically viable to the Council i.e. in place of providing a taxi. The mileage claimed is door to door.
- There has been an increase in the demand for transport – PRU and Looked After Children are the areas where there seems to be an increased cost e.g. foster children requiring to go to the same school but having moved residence. There are sound reasons for this (maintaining some stability in the child's life). However, this is for reasons associated with children's services rather than education and therefore there is a debate to be had around from which budget the increased charge on school transport should be assigned to, as at present this is paid for from the Education budget. These two areas are also subject to the greatest variation. There are cases where a Powys child is for example fostered in Ceredigion and needs to attend a special school with the closest being in Carmarthenshire or Pembrokeshire as Ceredigion does not have its own special school provision. Members questioned whether when a foster child who is statemented is moved, is the statement reviewed, so that the provision in mainstream schools provided by Ceredigion might be appropriate rather than a special school. It was noted that there were communications issues between Social Services and the Education Service with social workers making decisions on transport
- Powys is usually a net gainer for children from out of county placements e.g. placements at Penmaes. However, there was no information available on transport costs. Overall there is a better level of information now on costs due to the decision to budget at route level, but this has only been in place for about 18 months. Costs are available for transport appeals with the most expensive ones being transport provided from Brecon to Ysgol Gyfun Ystalyfera and to Builth Wells High School - £91k cost from Brecon to Builth Wells for two routes for Welsh Language stream provision.
- The budget has not been adjusted to take account of school closures. Members indicated that budgets should be actioned and transferred for school closures from the schools delegated budget to the transport budget. The £95k budget reduction is not achievable and it was suggested that this reduction was not agreed by the Education Service. It was suggested that the Strategic Director - Resources should review this saving and see if it had been achieved. Members agreed that all new routes should be approved by the Education Service for inclusion in the budget. Members also questioned what impact the changes to numbers on roll and admission age would have on the budget. The impact was not known as yet but the costs were expected to be minimal.

Outcomes:

Action	Completion Date	Action By
Additional information – 14-19 inter school transport costs		GJ
Clarification of costs for route 74 – home to school transport or public service bus		GJ
The Strategic Director – Resources review the £95k budget saving and whether it had been achieved.		DP
<p>Recommended to the Cabinet:</p> <p>(i) that recommendations be made to address the £500k overspend;</p> <p>(ii) That Children’s Services should be responsible for the transport costs of children looked after by the Council;</p> <p>(iii) That budgets be actioned and transferred for school closures from the schools delegated budget to the transport budget.</p>		WR / Chair
That a briefing report be presented to the Cabinet on the discussion by the Steering Group on the school transport overspend.		WR / Chair

6.	ROLE OF SCRUTINY COMMITTEES	JCSG63 - 2016
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Documents Considered:

- Draft Revised Terms of Reference / Areas of Responsibility for Scrutiny Committees

Issues Discussed:

- The draft document was prepared following a discussion at the previous meeting. The Scrutiny Manager commented that the workload would always rest with the People Scrutiny Committee due to the service areas that they covered. It was therefore suggested whether Education and Social Care should be split between the 2 scrutiny committees to try to balance the workloads of the 2 committees. Any changes agreed would come into force from May 2017.

Outcomes:

Action	Completion Date	Action By
Re-draft the terms of reference splitting Education and Social Care Services between the 2 scrutiny committees.	17 January 2017	WR

7.	WORK PROGRAMME	JCSG64 - 2016
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Documents Considered:

- Forward Work Programme
- List of items for Pre-Decision Scrutiny as discussed by the Leader and Chairs of the Scrutiny Committees.

Issues Discussed:

- The items for Pre-Decision Scrutiny had been discussed by the Leader and the Chairs of the Scrutiny Committees at a meeting prior to the Steering Group meeting. The Steering Group agreed that the items be included in the work programme and that Portfolio Holders and officers be notified.

Pre-Decision Scrutiny Items – December 2016 to March, 2017.

Cabinet Meeting	Date Report required by Central Services	Item	Scrutiny Cttee	Dates where Working Group will Meet
20/12/16		Domiciliary Care	People	06/12/16
20/12/16		PCC Care Homes	People	06/12/16
17/01/17	06/12/16	School Asset Management Plan	People	12/12/16 to 16/12/16
07/02/17	03/01/17	Health and Care Strategy 10 Year Plan	People	10/01/17 to 16/01/17
07/02/17	03/01/17	Education	People	10/01/17 to

		Standards Report		16/01/16
07/02/17	03/01/17	Review of Fair Funding	People	10/01/17 to 16/01/17
28/02/17	24/01/17	Highways Asset Management Plan	Place	01/02/17 to 06/02/17
28/02/17	24/01/17	Home School Transport Policy	to Place	01/02/17 to 06/02/17

Outcomes:

Action	Completion Date	Action By
That the list of pre-decision scrutiny items be approved and included in the work programme	17 January 2017	WR
That Portfolio Holders and officers be notified of the items to be pre-scrutinised.	30 November 2016	WR

8.	PUBLIC SERVICE BOARD	JCSG65 - 2016
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9.	DRAFT NOTES OF PREVIOUS MEETING(S)	JCSG66 - 2016
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Documents Considered:

- Draft Notes – 9 June, 2016 and 20 October 2016

Issues Discussed:

- None

Outcomes:

- Noted.

10.	PSB DATES - FOR INFORMATION	JCSG67 - 2016
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- 1 December 2016

- 9 March 2017
- 8 June 2017
- 21 September 2017
- 21 December 2017

11.	DATES OF NEXT MEETINGS - FOR INFORMATION	JCSG68 - 2016
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- 17 January 2017
- 28 February 2017
- 21 March 2017
- 11 April 2017
- 20 June 2017
- 11 July 2017
- 19 September 2017
- 10 October 2017
- 7 November 2017
- 5 December 2017

County Councillor