

APPENDIX 3

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

25th May, 2017 10.00 a.m. – 4.00 p.m.	Planning - Planning for Councillors/LDP and role of Councillors & Planning Protocol
20th 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

4th 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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Appendix 2

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

Appendix 3

“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>

Appendix 4

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	Understanding relationships with -	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.