

DEMOCRATIC SERVICES COMMITTEE

12TH DECEMBER 2012

CHIEF EXECUTIVE'S OFFICE

**REPORT OF THE
HEAD OF CHANGE MANAGEMENT & INNOVATION
- MRS K. JONES**

INDEX OF REPORT ITEM

PART 1 – Doc. Code: DSC-121212-REP-CE-KJ

SECTION A – MATTER FOR DECISION		
Report Item	Page Nos	Wards Affected
1. Annual Reports by Members of the Council	2 - 4	All
2. Annual Member Development Review Scheme Letter from Carl Sargeant AC/AM – DSC-121212-REP-CE-KJ-APP3	5 - 75 76	All

PART 1, SECTION A, ITEM 1

ANNUAL REPORTS BY MEMBERS OF THE COUNCIL

Purpose of Report

To set out the outline of a proposed scheme to support the production of annual reports by Members of the Council for consideration by the Democratic Services Committee.

Background

The Local Government Measure 2011 introduced a number of new statutory requirements to strengthen democracy in Wales. One of the new requirements is concerned with making arrangements for every elected member to provide an annual report at the end of each municipal year. The details of the statutory requirements are found in Section 5 of the Measure:

- “1. A local authority must make arrangements for*
- a) each person who is a member of the local authority to make an annual report about that person’s activities as a member of the authority during the year to which the report relates;*
 - b) each person who is a member of the authority’s executive to make a report about the person’s activities as a member of the executive during the year to which the report relates, and*
 - c) the authority to publish all annual reports produced by its members and by members of its executive*
- 2) The arrangements may include conditions as to the content of a report that must be satisfied by the person making it.*
- 3) A local authority must publicise its arrangements.*
- 4) In exercising its functions under this section a local authority must have regard to any guidance issued by ministers. “*

This report sets out the proposed outline arrangements to support this new statutory requirement.

Outline of Proposed Approach

In order to support Members in producing their first reports at the end of this municipal year, it is proposed that the content of such reports should follow a standard form. This will hopefully enable Members to strike the

right balance between providing information that will be relevant and interesting for their electorate, whilst avoiding the risk that the annual reports become political in nature. Further, it is proposed that annual reports would be published in PDF format on the Councillors' pages of the Council's website.

Officers have contacted other local authorities in Wales to establish how they intend to approach this new requirement, however, at the present time approaches are still very much in the development stage. An example of an approach developed by Bridgend County Borough Council is set out below for information.

Bridgend County Borough Council intend to trial their approach with Members who were returned at the May 2012 elections for the municipal year 2011/12. They have limited the content of their Member Annual Reports to two sides of A4 and to information provided under five headings:

- Role and responsibilities
- Constituency Activity
- Initiatives and Special Activities
- Learning and Development
- Other Activities and Interest

Most of the information will need to be gathered by individual Members, however, Bridgend Council is to provide information on attendance at full council and council committees for inclusion in each Member's report. The reports will be published each June/July on the Council's website.

Before any further detailed development work is undertaken, it would be very helpful to have a steer from Members of the Democratic Services Committee concerning the broad approach to supporting the introduction of annual reporting for elected members set out in this paper as the type of scheme adopted will impact on the reserves needed to support this new activity.

Recommendation

That Members of the Democratic Services Committee considers the content of this paper and indicates support, or otherwise, for developing a

scheme to support the introduction of annual reports by elected members in line with the broad approach outlined in this paper.

Reason for Proposed Decision

To enable a detailed scheme to be prepared to support compliance with the Local Government Measure 2011, Section 5.

Appendices

None

List of Background Papers

Local Government Measure 2011

Wards Affected

All

Contact Officer

Mrs Karen Jones, Head of Change Management and Innovation. Tel: 01639 763284 e-mail: k.jones3@npt.gov.uk

Part 1, Section A, Item 2

ANNUAL MEMBER DEVELOPMENT REVIEW SCHEME DRAFT REPORT OF THE TASK AND FINISH GROUP

Purpose of Report

1. To recommend that the Annual Member Development Review Scheme attached at Annex A be endorsed by the Democratic Services Committee as meeting the requirements for such arrangements under section 7 of the Local Government Measure 2011 and to recommend to Council that this Scheme be formally approved for implementation.
2. Subject to the decisions of the Committee and of Council, to agree the implementation plan set out at Annex B.

Background

Section 7 of the Local Government Measure 2011 requires councils in Wales to make arrangements to secure reasonable training and development opportunities for elected members. Specifically, that each elected member should have the opportunity for an interview with a suitably qualified person each year to advise about their training and development needs. (Note: this requirement does not extend to the Leader of the Council.)

At its meeting on 11th October 2012, the Democratic Services Committee decided to establish a task and finish group to develop the details of an Annual Member Development Review Scheme for Neath Port Talbot County Borough Council. The task and finish group members were agreed as: Cllr L James, Cllr R G Jones, Cllr E Jones and Cllr A L Thomas. This decision was ratified by Council on 7th November 2012.

The task and finish group has met on three occasions. The Group were supported by the Head of Change Management and Innovation/Head of Democratic Services, the Principal Scrutiny Officer and the Acting Committee Services Manager. The Group has:

- considered guidance issued by the Welsh Local Government Association to local authorities concerning this topic;
- visited Bridgend County Borough Council to learn from their experience of establishing member training and development programmes;

- met with Ms Sarah Titcombe of WLGA to discuss approaches being adopted by councils across Wales and to discuss support available from WLGA to support this council in introducing suitable arrangements;
- considered other resources available to support this work; and
- considered how this work could be connected to other work that is being taken forward as a consequence of the Measure, in particular, the production of annual reports by each elected member.

The above work has informed the development of a draft Annual Member Development Scheme which is presented to the Democratic Services Committee for consideration at Annex A and, subject to the Committee Members' views, for onward reporting to Council.

Implementation

The task and finish group recommends that the draft Scheme contained with this report is trailed prior to full implementation. Some 27 members of the Council indicated that they would wish to have the opportunity of an annual review when surveyed following the formation of this Council. Those members have been contacted to establish a group of around 10 members who would be prepared to take part in the trial phase. A trail would enable practical issues to be resolved prior to fully rolling out the new system following the annual meeting of Council in May 2013.

The task and finish group have also considered who should carry out the annual development review interviews. The group recommends that Group Leaders be asked to invite up to 10 elected members to fulfil the role of "suitably qualified persons". The members identified would then receive training, delivered by the Welsh Local Government Association in January 2013, prior to the trial commencing in February 2013. Members participating in the trial would be able to identify up to three "suitably qualified persons" to carry out their personal development interview. Allocation of members participating in the trial with their suitably qualified person would be undertaken by the Head of Democratic Services.

The details of each development review will be confidential to the Member concerned, however, the aggregated outputs of the annual development reviews will be captured in a Member learning and development programme which will be accessible to members of the public.

Arrangements will be made to ensure the development of this Scheme is effectively communicated to all members of the council.

Member Development Champion

Welsh Government wish to encourage councils to identify an individual who has been identified to Champion Member developments. The Democratic Services Committee is asked to indicate if this is something they would wish to raise with the Leader of Council.

Recommendation

It is recommended that:-

1. Members of the Democratic Services Committee consider the draft Annual Member Development Scheme contained at Annex A and agree to commend the draft Scheme to Council for adoption.
2. Members of the Democratic Services Committee consider the proposed implementation plan contained at Annex B and agree to commend the proposed implementation plan to Council.
3. Members of the Democratic Committee consider the merits or otherwise of identify an individual to champion Member development.

Reason for Proposed Decision

To enable the Council to comply with Section 7 of the Local Government Measure 2011.

Appendices

None

List of Background Papers

Local Government Wales Measure 2011
WLGA Framework Member Role Descriptions and Person Specifications

Wards Affected

All

Contact Officer

Karen Jones, Head of Change Management & Innovation,
Telephone 01639 763284: k.jones3@npt.gov.uk

Draft Annual Member Development Scheme

1. Definition

Personal development review (PDR) is a way for a member and the Council to mutually assess a member's personal development needs. The review should be set within the context of the role of the member, his/her aspirations for what s/he hopes to achieve, the purpose and aspirations of the Council and the needs of the community.

2. Purpose

PDR schemes enable members to build confidence, develop skills and knowledge and improve their own performance and contribution to the council and the community. They can provide:

- a) Clarity for members about the expectations and accountabilities placed upon them;
- b) Understanding of and support for the individual and collective development needs of members;
- c) Support for members in preparing for new roles (succession planning);
- d) An understanding and ownership of organisational goals; and
- e) Support for improved member performance.

3. Statutory Provisions

The Local Government Measure 2011 introduced a new requirement on councils to make available to all members (except the Leader of Council) the opportunity for a development review on an annual basis.

The statutory guidance on personal development reviews that has been issued by Welsh Government provides that:

3.1 Annual Review

- a) Every local authority member, other than an executive leader, must be offered the opportunity to have their training and development needs reviewed on an annual basis. It is recommended that much of the training and development needs of local authority members are identified by such reviews;
- b) The review must include an opportunity for a pre-planned interview between the member and a suitably qualified person. The interview could include a review of the training and development received by the member over the last year (or appropriate period if the local authority member has only been recently elected);
- c) Local authorities may wish to consider detailing the outcome of the interview in an agreed plan which sets out training and development needs, if any, identified for the year ahead. It is recommended that this personal development plan is provided for the member and signed by both member and reviewed. This is a private document which is not expected to be published by the authority or member, although a member is free to publicise in his

or her annual report any training and development undertaken if he or she so wishes.

- d) Authorities can apply for Charter status. In achieving the standard required for the Charter, local authorities will need to adopt role descriptions for the posts of leader, deputy leader, executive member, scrutiny member, chair of scrutiny and chairs of statutory and area committees; and
- e) The review is an assessment of training and development needs. A local authority may wish to consider making it clear to members that the review is not a performance review or an assessment of how well or how badly a member has conducted their duties. That is not a statutory requirement and is a matter for the electorate to judge at the ballot box.

3.2 Suitably Qualified

- a) It is for the local authority to determine who could be considered a suitably qualified person to conduct the interview with local authority members to discuss their training and development needs a part of their annual review. This responsibility could be allocated the Democratic Services Committee within the authority. In most cases, this may not be a question of naming individuals, but of describing a post or office holder. It would probably be neither suitable nor desirable for a single person to be made responsible for conducting all interviews;
- b) Some local authorities already carry out various practices in relation to the review of the training and development needs of its members. Practices include group leaders conducting interviews with their members or interviews being conducted by the leader

and the executive members. Both these practices are perfectly acceptable methods of complying with the requirements of the Measure.

- c) Authorities may prefer, however, to divest the duty with their human resources officers. If this is the preferred option, local authorities may consider making the Head of Democratic Services responsible for co-operating with human resources officers for this part of their work. If the Head of Paid Service was selected as a suitably qualified person to conduct an interview it would not be expected that they would work under the supervision of the Head of Democratic Services;
- d) Some authorities may prefer to hire external consultants or peers to conduct interviews, which is also acceptable. Local authorities are encouraged to appoint a Member Development Champion from amongst its councillors;
- e) It is recommended that there should be no surprises in the system and that individual members know who they can expect to conduct their interview. Local authorities may wish to consider including an option in their arrangements for members to make a request to the Head of Democratic Services to arrange for a different person to conduct their interview if there is a good reason for so doing; and
- f) Finally, authorities must ensure that anyone conducting an interview must themselves have received suitable training in how to do this and are advised to liaise with the WLGA to ensure the provision of this. Therefore, even if the authority has chosen to allocate the duty of conducting reviews to a post, rather than an individual, that post holder should have receive the necessary training before conducting reviews.

Executive Leader of the Local Authority

Section 7 of the Measure does not apply to the executive leader (or elected mayor) of an authority. However, there may, of course, be occasions where the leader wishes to receive training or development and there is no suggestion that, by excluding them from the provisions of the Measure, they should not be able to receive training, nor, indeed an annual review or an interview with a suitably qualified person.

4. Methodology

In developing an approach to Member Development Review, the Democratic Services Committee has considered the provisions of the Local Government Measure 2011, the guidance issued by the Welsh Local Government Association and approaches being adopted by other councils across Wales. The Democratic Services Committee proposes an approach based on the guidance issued by WLGA, supported by the following principles:

- a) The personal development review **is not** a performance appraisal but a means of supporting and developing members;
- b) The scheme is available to all members of the council;
- c) The scheme will be Member-led with professional support to be provided by the Head of Democratic Services, in co-operation with the human resources department;
- d) The development needs identified from the process will inform the creation of the member development programme for the following period;

- e) The development needs of members will be linked to the roles performed by members (the role descriptions to be based on those published by the WLGA, albeit those roles are not considered to be prescriptive and are intended for guidance only. See Appendix 2 for details);
- f) All member development must provide value for money and be affordable;
- g) The personal development review will be based on a self-assessment conducted by the reviewee, using the prescribed template. (See Appendix 1);
- h) The personal development review will be undertaken by a “suitably qualified” person. The “suitably qualified” person may be an experienced member (ie a Member who has served in a previous administration) **or** a Member considered suitable for other reasons;
- i) Members wishing to participate in the scheme may identify up to three “suitably qualified” persons to undertake their review ensuring choice for reviewees and equitable distribution of workload for reviewers;
- j) Reviews will, generally, be carried out between the annual meeting of Council and the August recess;
- k) All “suitably qualified” persons will be required to undertake the relevant training to ensure consistent application of the scheme;
- l) The administration of the scheme will be the responsibility of the Head of Democratic Services;
- m) The development needs identified and recorded from the process will be confidential to the reviewee. The details of individual member development needs will not be for public disclosure, unless the member wishes to provide details, eg in his/her annual

report. However, the member development programme overall will be accessible by the public;

- n) Access to individual member development records will be controlled by the Head of Democratic Services;
- o) The impact of development activity and the scheme as a whole will be evaluated and reviewed on a two yearly basis, or at other intervals, should the Head of Democratic Services consider this to be appropriate.

5. Implementation

The scheme will be trialled in the first instance with a small group of members to ensure it is fit for purpose. The trial will be evaluated and a final scheme, supported by an implementation plan, presented to Council for adoption prior to the annual meeting of Council 2013.

6. Resources

There are no additional resources available to the Council support the introduction of the annual personal development reviews. Consequently, the introduction of the scheme and the programmes developed to respond to training and development needs identified from each personal development reviews will need to be met from within existing resources.

7. Evaluation and Review

An evaluation of the trial will be carried out to inform the development of the final scheme. Thereafter, it will be for the Head of Democratic Services, in consultation with the Democratic Services Committee to ensure the scheme is regularly reviewed on at least a two yearly basis to ensure it remains fit for purpose.

Appendix 1

Framework for a Personal Development Review.

Guidance for Reviewers

Before conducting your review (s) you may find it useful to consider the following:

1. Purpose of the Review

The purpose of your meeting will be to provide your reviewee with an opportunity to review their role generally, identify any specific tasks for the year ahead, consider the areas where they feel confident and identify areas where they will be more challenged and may need support and development. Their learning and development needs together with the usefulness or otherwise of previous development will then be fed back to the Head of Democratic Services to create development programmes.

2. Preparation

You may want to familiarise yourself with the role description of the person whose review you are conducting and consider some of the questions that you will ask to help the review meeting explore their role and needs. Your reviewee will contact you to plan a time and place convenient to you both where you can have a confidential undisturbed conversation. The meeting should take no longer than an hour and a half.

3. Undertaking the Review

Please remember that the conversation you have with your reviewee needs to be kept confidential.

Your role is to help the reviewee consider his/her role/contribution, strengths/weaknesses and training needs. You should act as an objective sounding board in this exploration.

Your role is not to give your own feedback on the performance of your colleague.

Use the template as the basis for your discussions.

It is the responsibility of the reviewee to undertake any actions resulting from the conversation, keep any documentation and discuss any emerging development needs with the Head of Democratic Services.

Any additional support required from the Council may also be identified and fed into the organisation as appropriate.

Guidance for Reviewees

Before undertaking your review you may find it useful to consider the following guidance.

1. Purpose of the Review

The purpose of your meeting will be to provide you with an opportunity to review your role generally, consider any specific tasks for the year ahead, consider the areas where you feel confident and identify areas that you might find challenging and may need support and development. You will have an opportunity to identify learning and development needs which you will then be able to feed back to the Head of Democratic Services to organise development programmes.

2. Preparation

Before your meeting you will need to complete the template. This will, help you to think about your role, specific tasks for this year and any support that you might need. You'll also find it useful to review your role description and person specification.

Make contact with your reviewer and plan a time and place convenient to you both where you can have a confidential undisturbed conversation. The meeting should take no longer than an hour and a half.

3. Undertaking the Review

Please remember that the conversation you have with your reviewer needs to be kept confidential to yourselves.

Use the template as a basis for your discussions.

Your reviewer will help you consider your role/contribution, strengths/weaknesses and training needs. They will act as an objective sounding board in this conversation.

Their role is not to give their own feedback on your performance.

Please note that it is your responsibility to undertake any actions resulting from the conversation, keep any documentation and discuss any emerging development needs with the Head of Democratic Services.

Any additional support required from the Council may also be identified and fed into the organisation as appropriate.

TEMPLATE FOR PERSONAL DEVELOPMENT REVIEWS

Please complete this pro forma and bring it to the meeting, this form is confidential to you and the person who is conducting your review except for the final sheet which will be used by member support officers for your personal development plan and to prioritise activities for the Authority's training programme.

1. What are my current roles and responsibilities? (e.g. the council executive/cabinet portfolio, overview and scrutiny member, chair, member of a statutory committee such as planning, licensing etc. In the community, ward member/community leader)

2. What Learning and Development have I undertaken this year?

3. What additional learning and development would be useful, use the table below.

Areas that I would like to develop are:	Preferred method of development (e.g. visits to other authorities, peer networking, practical workshops, e learning etc.)
Skills (e.g. meeting management, questioning techniques, media interviews,	
Knowledge (e.g. the code of conduct, equalities, the planning process, local policy etc.)	

My learning and development needs for this year (please discuss this section of your pro forma with your member support officer, it will be used to create development plans and training programmes)

Area for Development	How	Priority
<i>example How to Chair scrutiny meetings effectively</i>	<i>I'd like to observe meetings in other authorities A workshop on chairing skills would be handy I'd like to receive some written guidance for scrutiny chairs</i>	<i>1</i>
<i>example Understanding of the planning system to answer constituents enquiries</i>	<i>A workshop on all the planning basics would be useful A meeting with planning officers on specific issues raised by people in my community about planning permission</i>	<i>3</i>
<i>example Local Government Finance, how do I contribute to the budget setting process?</i>	<i>I'd like to have discussions with finance officers and some mentoring from Cabinet member for Finance and Resources as this is an area I'd like to move into.</i>	<i>2</i>
<i>example Training in the use of social media</i>	<i>A meeting with someone who can explain how to use Twitter safely to publicise what I do and encourage the public to contact me.</i>	<i>4</i>

My evaluation of the training I have already received

Training undertaken	What difference has this made to the way I work as a member
<i>example Council induction programme on the work of the council and who's who.</i>	<i>Has given me a good refresher of how the council operates which has enabled me to explain this to people attending my surgeries and know who the appropriate officers are to speak to. It also highlighted areas where I need further training.</i>
<i>example media skills training</i>	<i>Helped me represent the council more effectively at a radio interview last week</i>
<i>example attended the Leadership Academy</i>	<i>Helped me understand my own leadership style and how it differs from other I am now working more effectively with other Cabinet members I also had help on a personal leadership challenge.</i>

Member Role Descriptions

Framework Member Role Descriptions and Person Specifications

October 2012

Background

This is a set of generic role descriptions and person specifications for elected members. They are applicable in any authority and are made available as suggestions rather than prescription.

The role descriptions set out the responsibilities and functions of the role of the elected member. The person specifications describe the qualities and skills required of the member in the role and can help when considering personal development.

Where members undertake more than one role it is anticipated that role descriptions would be combined. For example: Overview and Scrutiny committee chairs would be expected to undertake the role of

Elected member
Overview and Scrutiny Member
Overview and Scrutiny Chair

The set covers the following role

- Elected Member
 - Leader
 - Cabinet Member
 - Chair of the Council
 - Chair of DS Committee
 - Member of DS Committee
 - Chair of a Regulatory Committee
 - Member of a Regulatory Committee
 - Chair of Standards Committee
 - Member of Standards Committee
 - Chair of Audit Committee
 - Member of Audit Committee
 - Chair of an Overview and Scrutiny Committee
 - Member of an Overview and Scrutiny Committee
 - Leader of the Opposition
 - Member Champion

The document has been developed to take account of the requirements of the Local Government (Wales) Measure 2011 for Democratic Services and Audit Committees. This document will continue to be developed in response to our continuing work with members and member support officers.

The document has been produced collaboratively by the Association, members, officers from the Member Support Officer Network and a task and finish group drawn from the Network. We are grateful to the officers and members of Denbighshire as forerunners in this work, and to the Scrutiny Champions Network for updates in the Overview and Scrutiny Roles.

Responses are invited from authorities to enable us to continue to develop the set.

Please contact Sarah Titcombe, Organisational and Personal Development Adviser, WLGA. Tel 029 2046 8638 or e mail sarah.titcombe@wlga.gov.uk

Elected Member Role Description

1 Accountabilities

- To Full Council
- To the electorate of their ward

2 Role Purpose and Activity

- **Representing and supporting communities**
 - To represent ward interests
 - To be an advocate for the Council in the ward and communities they serve
 - To be a channel of communication to the community on council strategies, policies, services and procedures
 - To represent individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally
 - To liaise with executive members, other council members, council officers and partner organisations to ensure that the needs of the local communities are identified, understood and supported
 - To promote tolerance and cohesion in local communities
- **Making decisions and overseeing council performance**
 - To participate in Full Council meetings, reaching and making informed and balanced decisions, and overseeing performance
 - To participate in informed and balanced decision making on committees and panels to which they might be appointed
 - To adhere to the principles of democracy and collective responsibility in decision making
 - To promote and ensure efficiency and effectiveness in the provision of council and other public services
- **Representing the Council (subject to appointment)**
 - To represent the Council on local outside bodies as an appointee of the Council
 - To represent the Council on local partnership bodies, promoting common interest and co-operation for mutual gain
 - To represent and be an advocate for the Council on national bodies and at national events
- **Internal governance, ethical standards and relationships**
 - To promote and support good governance of the Council and its affairs

- To provide community leadership and promote active citizenship
 - To promote and support open and transparent government
 - To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
 - To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office
- **Personal and role development**
- To participate in opportunities for development provided for members by the authority

3 Values

- To be committed to the values of the Council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural difference
 - Sustainability

Leader (and Deputy) Role Description

1 Accountabilities

- To Full Council
- The Public

2 Role Purpose and Activity

- **Providing political leadership to the Council**
 - To be a political figurehead for the Council; to be the principal political spokesperson for the Council.
 - To provide leadership in building a political consensus around council policies
 - To form a vision for the Council and community
 - To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery
- **Appointing the Cabinet***
 - To designate the appropriate portfolios
 - To appoint appropriate elected members to each portfolio
 - To allocate cabinet members to roles with regard to their abilities.
 - To designate the Deputy Leader.
- **Representing and acting as ambassador for the Authority**
 - To represent the Authority to a high standard. Provide a strong, competent and eloquent figure to represent the Authority both within the County and at external bodies.
 - To represent the Authority on the WLGA coordinating committee and the WLGA regional partnership board.
 - To provide leadership and support local partnerships and organisations.
 - To represent the Authority in regional and national bodies as appropriate.
- **Providing leadership within the portfolio**
 - To fulfil the role of a portfolio holder, having regard to the role purpose and activities, and role specification of an executive member

- **Managing and leading the work of the Cabinet and chairing meetings**
 - To ensure the effective running of the Cabinet by managing the forward work programme and ensuring its continuing development.
 - To ensure the work of the Cabinet meets national policy objectives.
 - To advise and mentor other cabinet members in their work.
 - To chair meetings of the Cabinet in line with the Constitution.
 - In the Leader's absence the Deputy Leader should fulfil this role.

- **Participating in the collective decision making of the Cabinet**
 - To work closely with other cabinet members to ensure the development of effective council policies and the budgetary framework for the Council, and the delivery of high quality services to local people.
 - To accept collective responsibility and support decisions made by the Cabinet once they have been made.

- **Working with officers to lead the organisation**
 - To liaise with the Chief Executive, and other appropriate officers, on a regular basis
 - To work with employees of the Council in relation to the strategic vision and direction of the Council, the management roles of officers and the development of policy issues.

- **Leading partnerships and community leadership**
 - To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities
 - To negotiate and broker in cases of differing priorities and disagreement
 - To act as a leader of the local community by showing vision and foresight

- **Internal governance, ethical standards and relationships**
 - To promote and support good governance of the Council and its affairs
 - To provide community leadership and promote active citizenship
 - To promote and support open and transparent government
 - To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
 - To adhere to the Member's Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office

3 Values

- To be committed to and demonstrate the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural difference
 - Sustainability
 - Inclusive leadership
 - Consensus building

Deputy Leader

- **To fulfil the duties of the Leader in his or her absence**
- **To assist the Leader in specific duties as required**

* Under constitutional arrangements for a cabinet model, either the Full Council or the Leader may appoint the Cabinet. In Wales it is common practice for the Leader to appoint the Cabinet under this model. This Role Description has been written accordingly, noting that councils may vary this arrangement. In the case of Fourth Option Authorities, the Board should be selected according to the political balance of the Authority.

Cabinet Member Role Description

1 Accountabilities

- To the Leader
- To the Cabinet (through collective responsibility)
- To Full Council

2 Role Purpose and Activities

- **Providing portfolio leadership**
 - To give political direction to officers working within the portfolio
 - To gain the respect of officers within the portfolio; provide support to officers in the implementation of portfolio programmes
 - To provide leadership in the portfolio
 - To liaise with the appropriate scrutiny chair and receive scrutiny reports as required
 - To be accountable for choices and performance in the portfolio
 - To have an overview of the performance management, efficiency and effectiveness of the portfolio
 - To make executive decisions within the Portfolio*
- **Contributing to the setting of the strategic agenda and work programme for the portfolio**
 - To work with officers to formulate policy documents both strategic and statutory. Ensure that the political will of the majority is carried to and through the Cabinet.
 - To provide assistance in working up and carrying through a strategic work programme both political and statutory. Carry out consultations with stakeholders as required. Make sure that the portfolio's forward work programme is kept up to date and accurate.
- **Providing representation for the portfolio**
 - To provide a strong, competent and persuasive figure to represent the portfolio. Be a figurehead in meetings with stakeholders.
- **Reporting and accounting**
 - To report as appropriate to the Leader, Full Council, Cabinet, appropriate chair of scrutiny, regulatory bodies and the media.
 - To be the principal political spokesperson for the portfolio.
 - To appear before scrutiny committees in respect of matters within the portfolio.

- **Taking an active part in cabinet meetings and decision making**
 - To show an interest in and support for the portfolios of others
 - To recognise and contribute to issues which cut across portfolios or are issues of collective responsibility
- **Leading partnerships and community leadership**
 - To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities
 - To negotiate and broker in cases of differing priorities and disagreement
 - To act as a leader of the local community by showing vision and foresight
- **Internal governance, ethical standards and relationships**
 - To promote and support good governance of the Council and its affairs
 - To provide community leadership and promote active citizenship
 - To promote and support open and transparent government
 - To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
 - To adhere to the Members' Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office

3 Values

- To be committed to the values of the Council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural difference
 - Sustainability
 - Inclusive leadership

* This only applies under constitutional arrangements where individual cabinet members or combinations of cabinet members are given individual responsibility for making decisions on behalf of the Executive.

Chair of the Council Role Description
Also suitable for Mayor* and Presiding Officer

1. Accountabilities

- Full Council

2. Role Purpose and Activity

- **Acting as a symbol of the Council's democratic authority**
 - As the ceremonial head of the Council, to be non-political and uphold the democratic values of the Council
 - To represent the Council at civic and ceremonial functions
- **Chairing Council meetings**
 - To preside over meetings of the Council, so that its business can be carried out efficiently
 - To ensure the Council conducts its meetings in line with the Council's Standing Orders
- **Upholding and promoting the Council's Constitution**
 - To ensure the Constitution is adhered to and, if necessary, to rule on the interpretation of the Constitution
- **Internal governance, ethical standards and relationships**
 - To promote and support good governance of the Council and its affairs
 - To provide community leadership and promote active citizenship
 - To promote and support open and transparent government
 - To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
 - To adhere to the Members' Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office
- **Work programming**
 - To prepare and manage an annual work programme for the Council to meet its legal obligations (e.g. setting the budget and the Council Tax and making appointments)

3. Values

- To be committed to the values of the Council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural difference
 - Sustainability

Vice Chair

- **To fulfil the duties of the Chair in his or her absence**
- **To assist the Chair in specific duties as required**

* This Role Description describes the duties of the Chair or Presiding Officer of the Full Council or the Mayor in presiding over Council Meetings. It does not provide the detail of the wider ambassadorial or ceremonial responsibilities required of the Mayor.

Chair of Democratic Services Committee Role Description

1 Accountabilities

- To Full Council

2 Role Purpose and Activity

- **Providing leadership and direction**
 - To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
 - To lead the committee in its role in:
 - Designating the head of Democratic Services
 - Keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic services, ensuring that these are adequate
 - Make annual reports to the full council in relation to the above
 - Appointing sub committees and chairs of subcommittees to undertake functions delegated by the committee
 - Considering reports prepared by the Head of Democratic Services
 - Developing the Authority's member support and development strategy
 - Ensuring that members have access to a reasonable level of training and development as described in the Authority's member development strategy and the Wales Charter for Member Support and Development
 - Ensuring that the budget for member development is sufficient
 - Ensuring that members have access to personal development planning and annual personal development reviews
 - Work with the member support and development champion where relevant to promote the role of members and necessary support and development.
 - To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
- **Promoting the role of the Democratic Services Committee**
 - To act as an ambassador for the DS committee, facilitating understanding of the role

- To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
- To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings.

- **Internal governance, ethical standards and relationships**
 - To develop the standing and integrity of the committee and its decision making
 - To understand the respective roles of members, officers and external parties operating within the Democratic services committee's area of responsibility
 - To promote and support good governance by the Council.

3 Values

- To be committed to the values of the council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural differences
 - Sustainability

Member of a Democratic Services Committee Role Description

1 Accountabilities

- To Full Council
- To the Chair of the Democratic Services committee

2 Role purpose and activity

- **Understanding the nature of the audit committee:**
 - To be aware of and effectively undertake the role of the committee in:
 - Designating the head of Democratic Services
 - Keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic services, ensuring that these are adequate
 - Make annual reports to the full council in relation to the above
 - Appointing sub committees and chairs of subcommittees to undertake functions delegated by the committee
 - Considering reports prepared by the Head of Democratic Services
 - Developing the Authority's member support and development strategy
 - Ensuring that members have access to a reasonable level of training and development as described in the member development strategy and the Wales Charter for Member Support and Development
 - Ensuring that the budget for member development is sufficient
 - Ensuring that members have access to personal development planning and annual personal development reviews
 - To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee.

- To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee
- **Participating in meetings and making decisions**
 - To participate effectively in meetings of the Democratic services committee,
 - To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements
- **Internal governance, ethical standards and relationships**
 - To ensure the integrity of the committee's decision making and of his/ her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements
 - To promote and support good governance by the Council
 - To understand the respective roles of members, officers and external parties operating within the Democratic Services committee's area of responsibility

3 Values

- To be committed to the values of the Council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural difference
 - Sustainability

Chair of a Regulatory Committee Role Description

1 Accountabilities

- To Full Council
- To the members of the regulatory committee

2 Role Purpose and Activity

- **Providing leadership and direction**
 - To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
 - To ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
 - To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
 - To delegate actions to sub committees as appropriate
- **Promoting the role of the regulatory committee and quasi-judicial decision making**
 - To act as an ambassador for the regulatory committee, facilitating understanding of the role
 - To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
 - To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in individual cases/applications before formal committee meetings
- **Internal governance, ethical standards and relationships**
 - To develop the standing and integrity of the committee and its decision making
 - To understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility
 - To promote and support good governance by the Council.

3 Values

- To be committed to the values of the council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural differences
 - Sustainability

Member of a Regulatory Committee Role Description

1 Accountabilities

- To Full Council
- To the Chair of the regulatory committee

2 Role purpose and activity

- **Understanding the nature of the regulatory committee and quasi-judicial decision making**
 - To be aware of the quasi-judicial nature of regulatory committee decision making
 - To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee
 - To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases/applications before the committee
- **Participating in meetings and making decisions**
 - To participate effectively in meetings of the regulatory committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision making
 - To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements
- **Internal governance, ethical standards and relationships**
 - To ensure the integrity of the committee's decision making and of his/ her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements
 - To promote and support good governance by the Council
 - To understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility

3 Values

- To be committed to the values of the Council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural difference
 - Sustainability

Chair of Standards Committee Role Description

1 Accountabilities

- To Full Council

2 Role Purpose and Activity

- **Providing leadership and direction**
 - To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
 - To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice on the Code of Conduct
 - To demonstrate independence, integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
 - To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
 - To lead the committee in its role in:
 - promoting and maintaining high standards of conduct by Councillors and co-opted members
 - assisting the Councillors and co-opted members to observe the Members' Code of Conduct;
 - advising the Council on the adoption or revision of the Members' Code of Conduct;
 - monitoring the operation of the Members' Code of Conduct;
 - advising, training or arranging to train Councillors, co-opted members on matters relating to the Members' Code of Conduct;
 - granting dispensations to Councillors and co-opted members
 - dealing with any reports from a case tribunal or interim case tribunal, and any report from the Monitoring Officer on any matter referred to that officer by the Public Services Ombudsman for Wales.
 - the exercise of these functions in relation to community councils and the members of those community councils.

3 Values

- To be committed to the values of the council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural differences
 - Sustainability

Member of a Standards Committee Role Description

1 Accountabilities

- To Full Council
- To the Chair of the Standards Committee

2 Role purpose and activity

- **Understanding the nature of the Standards committee and effectively fulfilling its functions by:**
 - promoting and maintaining high standards of conduct by Councillors and co-opted members
 - assisting the Councillors and co-opted members to observe the Members' Code of Conduct;
 - advising the Council on the adoption or revision of the Members' Code of Conduct;
 - monitoring the operation of the Members' Code of Conduct;
 - advising, training or arranging to train Councillors, co-opted members on matters relating to the Members' Code of Conduct;
 - granting dispensations to Councillors and co-opted members
 - dealing with any reports from a case tribunal or interim case tribunal, and any report from the Monitoring Officer on any matter referred to that officer by the Public Services Ombudsman for Wales.

- To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee.

- To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee

- **Participating in meetings and making decisions**
 - To participate effectively in meetings of the Standards committee,

 - To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements

- **Internal governance, ethical standards and relationships**
 - To ensure the integrity of the committee's decision making and of his/ her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements
 - To promote and support good governance by the Council
 - To understand the respective roles of members, officers and external parties operating within the Standards committee's area of responsibility

3 Values

- To be committed to the values of the Council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural difference
 - Sustainability

Chair of Audit Committee Role Description

1 Accountabilities

- To Full Council

2 Role Purpose and Activity

- **Providing leadership and direction**
 - To demonstrate independence, integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
 - To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
 - To agree the agendas for Audit Committee meetings
 - To lead the committee in its role in:
 - reviewing and scrutinising the authority's financial affairs
 - Making reports and recommendations in relation to the authority's financial affairs
 - Reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority
 - Making reports and recommendations to the authority on the adequacy and effectiveness of those arrangements
 - Overseeing the authority's internal and external audit arrangements
 - Reviewing the financial statements prepared by the authority and approving them when powers are delegated.
 - Developing relationships with internal and external auditors and the Authority's Monitoring Officer
 - Developing a forward work programme designed to deliver the audit committees functions
 - Reviewing and self assessing the performance of the Committee and its members
- **Promoting the role of the audit committee**
 - To act as an ambassador for the audit committee, facilitating understanding of the role
 - To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly

- To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in the audit process

- **Internal governance, ethical standards and relationships**
 - Understanding the financial risks associated with corporate governance; being satisfied that the authorities assurance statements including the annual governance statement reflects the risk environment and any activities required to improve it
 - To develop the standing and integrity of the committee and its decision making
 - To understand the respective roles of members, officers and external parties operating within the audit committee's area of responsibility
 - To promote and support good governance by the Council.

3 Values

- To be committed to the values of the council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural differences
 - Sustainability

Member of an Audit Committee Role Description

1 Accountabilities

- To Full Council
- To the Chair of the Audit Committee

2 Role purpose and activity

- **Understanding the role of the Audit Committee and undertaking its functions:**
 - Reviewing and scrutinising the authority's financial affairs
 - Making reports and recommendations in relation to the authority's financial affairs
 - Reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority,
 - Making reports and recommendations to the authority on the adequacy and effectiveness of those arrangements,
 - Overseeing the authority's internal and external audit arrangements
 - Reviewing the financial statements prepared by the authority.
- To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee.
To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee
- **Participating in meetings and making decisions**
 - To participate effectively in meetings of the audit committee; questioning and seeking clarification on matters falling within the committee's remit
 - To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements
- **Internal governance, ethical standards and relationships**
 - Understanding the financial risks associated with corporate governance; being satisfied that the authorities assurance statements including the annual governance statement reflects the risk environment and any activities required to improve it

- To ensure the integrity of the committee's decision making and of his/ her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements
- To promote and support good governance by the Council
- To understand the respective roles of members, officers and external parties operating within the audit committee's area of responsibility

3 Values

- To be committed to the values of the Council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural difference
 - Sustainability

Overview and Scrutiny Chair Role Description

1. Accountabilities

- Full Council
- The Public

2. Role purpose & activity

- **Providing leadership and direction**
 - To provide confident and effective management of the member team
 - To promote the role of overview and scrutiny within and outside the council, liaising effectively both internally within the council and externally with the Council's partners
 - To demonstrate an objective and evidence based approach to overview and scrutiny
 - To evaluate the impact and added value of overview and scrutiny activity and identify areas for improvement
- **Managing the work programme**
 - To develop a balanced work programme of the committee which includes pre decision scrutiny, policy development and review, investigative scrutiny, and holding the executive to account including performance monitoring
 - To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues
 - To ensure that the work programme is delivered
 - To report on progress against the work programme to Council, and others as appropriate
 - To liaise with officers, other members and community representatives to resource and deliver the work programme
- **Effective meeting management**
 - To set agendas containing clear objectives and outcomes for the meeting
 - To manage the progress of business at meetings, ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to
 - To ensure that the necessary preparation is done beforehand
 - To ensure that all participants have an opportunity to make an appropriate contribution

- **Community leadership**

- To act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function
- To build understanding and ownership of the overview and scrutiny function within the community
- To identify relevant community based issues for scrutiny
- To promote the full involvement of external stakeholders for example, service users expert witnesses and partners in scrutiny activity

- **Involvement and development of committee members**

- To encourage effective contributions from all committee members in both committee and task and finish groups
- To assess individual and collective performance within the committee and facilitate appropriate development
- To champion the importance of learning and development

3. Values

To be committed to the values of the Council and the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability

Overview and Scrutiny Member Role Description

1 Accountabilities

- Chair of the appropriate scrutiny committee
- Full Council
- The public

2 Role purpose & activity

- To participate fully in the activities of the Overview and Scrutiny Committee, the development and delivery of its work programme and any associated task and finish groups
- **Reviewing and developing policy**
 - To assist in the creation, development, improvement and refinement of council policy
 - To challenge policies on a sound basis of evidence for example against legislation or local political priority
 - To assess impact of existing policy
- **Holding the Executive to Account, Monitoring performance and service delivery**
 - To monitor the performance of internal and external providers against standards and targets including questioning of executive and senior officers over time
 - To contribute to the identification and mitigation of risk
 - To investigate and address the causes of poor performance
 - To evaluate the validity of executive decisions and challenging decisions through call in where appropriate
- **Promoting the work of Overview and Scrutiny**
 - To promote the role of overview and scrutiny within and outside the council, developing effective internal and external relationships
 - To demonstrate an objective and evidence based approach to overview and scrutiny
 - To add value to the decision making and service provision of the authority through effective scrutiny
- **Community leadership**
 - To use scrutiny as a means to address community issues and engage the public

- To encourage stakeholders to participate in the work of the authority
- To develop locally viable and acceptable policy solutions
- To build a dialogue around priorities, objectives and performance, among communities and stakeholders

- **Meeting participation**
 - To make adequate and appropriate preparation for meetings through research and briefings
 - To participate in a proactive, informed and effective manner taking account of the Code of Conduct, Standing Orders and other constitutional requirements

3. Values

To be committed to the values of the Council and the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability

Leader of the Opposition Role Description

1. Accountabilities

- To the nominating group within the constitution

2. Role Purpose and Activity

Providing political leadership for an opposition group

- To be a political figurehead for the opposition group; to be the principal political spokesperson for the Council's opposition.
- To provide leadership in the constructive challenge of the Council's policies
- To constructively challenge the vision for the Council and community where appropriate
- To provide strong, clear leadership in the co-ordination of alternative policies, strategies and service delivery
- **Representing the Authority's opposition**
 - To represent the Opposition Group to a high standard; providing a strong, competent and eloquent figure to represent the opposition within the Authority.
 - To represent the Council on external bodies
- **Internal governance, ethical standards and relationships**
 - To promote and support good governance of the Council and its affairs
 - To provide community leadership and promote active citizenship
 - To promote and support open and transparent government
 - To promote, support, and adhere to respectful, appropriate and effective relationships with employees of the Council
 - To promote, support and adhere to the Member's Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office

3. Values

To be committed to and demonstrate the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability
- Inclusive leadership
- Consensus building

Role of the Deputy Leader of the Opposition

- To fulfil the duties of the Leader in his or her absence
- To assist the Leader in specific duties as required

Member Champion Purpose and Role

What are Member Champions?

Member Champions exist to provide a voice for traditionally underrepresented groups, or issues which need to be kept at the forefront of council business although they may not be the responsibility of any individual or committee.

Member Champions, (sometimes called lead members) are elected members who in addition to their other council responsibilities make sure that the issue or group that they are championing are taken into account when council policy is being developed and decisions are made. Members act as champions in areas such as children, homelessness, equalities, older people, young people, scrutiny, member support and development, health improvement and anti poverty. There is a statutory role for a lead member of children's and young people's services with a responsibility for over-seeing the arrangements made under sections 25 and 26 of the 2004 Children Act.

Guidance on undertaking the role with regard to the subject knowledge that members need is sometimes available from the outside bodies associated with the issue being championed for example the toolkit for older peoples' champions from the LGA. Otherwise they will be reliant on their authority for guidance in the subject they lead on and also their role as lead member in this area.

What do they do?

Typically, the lead member will:

- Make sure that their area of interest is taken into account when developing policy or making decisions
- Ask questions about performance and resourcing for the area
- Raise the profile of the area and make the authority aware of good practice.
- Engage with external bodies who work in the area
- Engage with other officers and members in relation to the role.
- Engage with community groups with an interest/stake in the area
- Report action to the council

How does their role fit within the corporate structure?

This will vary according to the area/issue that is being championed and how the authority functions. There is potential for confusion and overlap between the role of the member champion and those of the relevant executive member or overview and scrutiny members. The champion role itself could be undertaken by either the relevant executive member or a non executive member.

It is therefore important that members and officers work together to agree roles and action for the area being championed and that there are mechanisms for lead members to report on their activities. It is helpful for the authority to draft a protocol which sets out what powers champions have and do not have, such as whether or not they are able to make decisions on behalf of the authority. Similarly, the appointment of champions varies between authorities, and includes appointments being made by full council meetings or by the leader.

The Role Description

It is difficult to create a role description that fits with the different roles expected of champions and how they operate in the different authorities' structures. The following is a generic model which will require local adaptation, particularly to reflect the difference that may exist between a statutory role, one undertaken by an executive member and a non executive lead.

Member Champion Role Description

1. Accountabilities

To Full Council

2. Role Purpose and Activities

Within the Council

- To promote the interest being championed within the Council's corporate and service priorities
- To promote the needs of the client group represented in the interest to the decision makers within the council
- To work with the decision makers in the Council to establish strategies/policies/work plans connected with the interest
- To maintain an awareness of all matters connected with the interest
- To contribute to good practice and the continuous improvement of services and functions related to the interest
- To engage with members in matters related to the interest such as attending Overview and Scrutiny/Cabinet /Full Council meetings etc.
- Raising awareness of and taking a lead role in the development of all members and officers in relation to the interest

In the Community

- To raise the profile of the interest in the community
- To engage with citizens and community groups in matters related to the interest
- To lead and support local initiatives related to the interest

3. Values

- To be committed to the values of the Council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect
 - Equality and fairness
 - Appreciation of cultural difference
 - Sustainability
 - Inclusive leadership

Elected Member Person Specification

To fulfil his or her role as laid out in the role description, an effective member requires the following:

Representing and supporting communities

- Good advocacy skills
- Interpersonal skills
- Integrity and the ability to set aside own views and act impartially
- The ability to present relevant and well reasoned arguments
- Good communication skills

Making decisions and overseeing council performance

- Knowledge and understanding of meetings law, rules and conventions
- An understanding of strategic, policy and service contexts for decisions
- The ability to challenge ideas and contribute positively to policy development

Representing the Council (subject to appointment)

- Good public speaking skills
- Good presentation skills
- The ability to persuade others and act with integrity

Internal governance, ethical standards and relationships

- An understanding of the roles of officers, members and different agencies
- Respect for, and desire to work with, different groups and individuals
- Have knowledge and understanding of the Code of Conduct and Member/Officer Protocol
- A knowledge and commitment to the values of the Council

Personal and role development

- An ability to assess personal and role development needs
- Desire and skills to participate in development

Leader Person Specification

To fulfil his or her role as laid out in the role description, an effective leader requires:

Providing political leadership to the Council

- Knowledge of community strengths, areas of improvement and key issues.
- An understanding of the relationship between national and local politics
- Have a good strategic awareness of issues facing the Council
- An understanding of the Council's strategy, policies and operations

Appointing the Cabinet*

- An understanding of the rules for the appointment of Cabinet Members
- An ability to recognise talent amongst members
- An ability to negotiate the most advantageous appointments within and across political groups
- To appraise, guide and mentor senior members

Representing and acting as ambassador for the Authority

- High level communication skills to communicate to the media, local community and wider audience.
- Good public speaking skills

Providing leadership within the portfolio

- The skills necessary for a cabinet member to fulfil their role.

Managing and leading the work of the Cabinet and chairing meetings of the Cabinet

- An understanding of the Cabinet procedure rules
- Skills to Chair meetings, including encouraging participation from all members.
- A knowledge and understanding of national policy objectives
- An overview of the work being carried out by cabinet members.

Participating in the collective decision making of the Cabinet

- The ability to constructively challenge decisions and suggest alternatives

Working with officers to lead the organisation

- An understanding of the roles and responsibilities of the Chief Executive and other officers

Leading partnerships and community leadership

- Adaptive leadership skills
- Negotiation and brokerage skills
- Creative and lateral thinking skills; the ability to see ahead and be predictive

Internal governance, ethical standards and relationships

- An understanding of the roles of officers, members and different agencies
- Respect for, and desire to work with, different groups and individuals
- Have knowledge and understanding of the Code of Conduct and Member/Officer Protocol
- A knowledge and commitment to the values of the Council

Cabinet Member Person Specification

To fulfil his or her role as laid out in the role description, an effective Cabinet Member requires:

Portfolio leadership

- An understanding of the Council's strategy, policies and operations
- Leadership skills

Contributing to the setting of the strategic agenda and work programme for the portfolio

- The ability to present to others
- The ability to exercise strategic awareness and judgement
- Knowledge of relevant issues and who to involve in decision making
- The ability to persuade others
- Knowledge of Council and national objectives

Providing representation for the Portfolio

- Public speaking skills
- Good presentation skills

Reporting as appropriate

- High level communication skills

Taking an active part in cabinet meetings and decisions

- The ability to constructively challenge decisions and suggest alternatives
- The knowledge, confidence and ability to contribute to discussion and resolution of cross cutting and collective issues

Leading partnerships and community leadership

- Adaptive leadership skills
- Negotiation and brokerage skills
- Creative and lateral thinking skills; the ability to see ahead and be predictive

Internal governance, ethical standards and relationships

- An understanding of the roles of officers, members and different agencies
- Respect for, and desire to work with, different groups and individuals
- Have knowledge and understanding of the Code of Conduct and Member/Officer Protocol
- A knowledge and commitment to the values of the Council

Chair of the Council Person Specification

To fulfil his or her role as laid out in the role description, an effective member requires the following:

Acting as a symbol of the Council's democratic authority

- Good public speaking skills
- An in-depth understanding of role of Chair

Chairing Council meetings

- Skills to chair meetings, to ensure business is carried out effectively and all those attending participate
- An understanding of the Council's Standing Orders

Upholding and promoting the Council's Constitution

- An understanding of the Council's Constitution
- An understanding of when to seek the advice of the Monitoring Officer on issues relating to the Constitution

Internal governance, ethical standards and relationships

- An understanding of the roles of officers, members and different agencies
- Respect for, and desire to work with, different groups and individuals
- Have knowledge and understanding of the Code of Conduct and Member/Officer Protocol
- A knowledge and commitment to the values of the Council

Work programming

- The ability and discipline to plan and manage work programmes

Chair of Regulatory Committee Person Specification

To fulfil his or her role as set out in the role description, an effective regulatory committee chair requires:

- **Providing leadership and direction**
 - Ability to conduct meetings to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused
 - Understanding of the Council's role and ability to ensuring that stake holders are aware of that role
 - Communication skills
 - Knowledge of local issues
 - Ability to manage the work of the committee
 - Ability to support and develop necessary skills in fellow members of the committee

- **Promoting the role of the regulatory committee and quasi-judicial decision making**
 - Understanding and appreciation of the regulatory framework
 - Ability to inspire and enthuse committee members for the work of the committee
 - Integrity and the ability to set aside own views and act impartially
 - Knowledge and understanding of the relevant code(s) of conduct and protocols and the ability to champion them

- **Internal governance, ethical standards and relationships**
 - Knowledge and understanding of the Code of Conduct(s) and protocols
 - Knowledge of and commitment to the values of the Council

Regulatory Committee Member Person Specification

To fulfil his or her role as laid out in the role/job description, an effective member of a regulatory committee requires the following:

Understanding the nature of the regulatory committee and quasi-judicial decision making

- Integrity and the ability to set aside own views and act impartially
- Knowledge of law, policy and procedures for that regulatory/quasi judicial area
- Maintenance of knowledge
- Objectivity and judgement

Participating in meetings and making decisions

- Ability to listen and to consider and respect the views of other contributors
- Good public speaking skills
- Good advocacy skills

Internal governance, ethical standards and relationships

- Knowledge and understanding of the Code of Conduct(s) and protocols
- Knowledge of and a commitment to the values of the Council

Scrutiny Chair Person Specification

To fulfil his or her role laid out in the role description an effective Scrutiny Chair requires:

Providing leadership and direction

- Understanding of council role and functions
- Understanding of role of scrutiny, terms of reference for the committee, role of chair, and other aspects of the democratic arrangements
- Understanding of member support functions
- Understanding of council priorities and risks
- Ability to develop work programmes
- Understanding of community issues
- Objectivity
- Negotiation and consensus building
- Ability to build constructive and 'critical friend' relationships with the Executive

Managing the work programme

- Ability to manage projects and resources
- Ability to manage people
- Ability to prioritise
- Ability to report progress to different groups in different styles

Effective meeting management

- Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements
- Ability to chair meetings effectively, managing the agenda and progressing business
- Ability to facilitate effective discussions
- Ability to listen and question effectively

Community leadership

- Understanding of the community leadership role
- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and build understanding and ownership of scrutiny
- Knowledge of the individuals and organisations in the community especially those traditionally excluded

Involving and developing of committee members

- Understanding of the role and skills of the scrutiny committee and its individuals
- Ability to support members and the committee in assessing their performance
- Ability to identify any training and development needs and Champion and participate in appropriate learning and development

Scrutiny Member Person Specification

To fulfil his or her role as laid out in the role description, an effective scrutiny member requires:

Participating fully in the activities of the scrutiny function

- Full understanding of the scrutiny remit and role, and terms of reference for their own committee and others
- Understanding of member support functions
- Willingness to work within the guidance of the chair
- Willingness to undertake training as necessary

Reviewing and developing policy

- Knowledge of and ability to evaluate existing policy
- Understanding of best practice
- Understanding of national and local legislative and policy context

Monitoring performance and service delivery and holding the executive to account

- Understanding of the Wales Programme for Improvement (WPI) and associated risk assessment arrangements
- Understanding of the principles and practice of performance management
- Understanding of council's performance management arrangements
- Ability to analyse data and challenge performance
- Understanding of arrangements for call in

Promoting the work of scrutiny

- Ability to negotiate and build consensus
- Ability to act objectively and on the basis of evidence

Community leadership

- An understanding of the community leadership role
- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and build understanding and ownership of scrutiny
- Knowledge of the individuals and organisations in the community especially those traditionally excluded

Meeting participation

- Ability to interpret information and data from a range of sources
- Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements
- Ability to participate in meetings including effective listening, questioning and speaking

Leader of the Opposition Person Specification

To fulfil his or her role as laid out in the role description, an effective leader of the opposition requires:

In providing political leadership for the opposition group

- Knowledge of community strengths, areas of improvement and key issues.
- An understanding of the relationship between national and local politics
- Have a good strategic awareness of issues facing the Council
- An understanding of the Council's strategy, policies and operations
- An ability to challenge different strategies, policies and operations

In representing the Authority's opposition

- High level communication skills to communicate to the media, local community and wider audience.
- Good public speaking skills
- Creative and lateral thinking skills; the ability to see ahead and be foresighted
- Leadership skills

Internal governance, ethical standards and relationships

- An understanding of the roles of officers, members and different agencies
- Respect for, and willingness to work with, different groups and individuals
- A thorough knowledge and understanding of the Code of Conduct and Member/Officer Protocol
- A knowledge of and commitment to the values of the Council

Member Champion Person Specification

Within the Council

- Understanding of the area of interest being championed in terms of council strategies and policy, good practice, improvement and national agendas and the needs of the client group
- Ability to engage with a range of members and officers around the area of interest and listening to requirements
- Ability to advocate on behalf of the area of interest within the council

In the Community

- Understanding of the needs of the community in relation to the interest
- Ability to engage with citizens and community groups in matters related to the interest.
- Ability to lead and support local initiatives related to the interest.
- Ability to represent the position of the council to the community in relation to the interest.

Annual Member Development Review - Draft Implementation Plan

Milestone	Key Task	Responsibility	Timescale	Resources
Identify Members to participate in trial phase	Ask Group Leaders to identify up to 10 Members to be trained as suitably qualified persons	Head of Democratic Services	December 18 th 2012	None
	Invite Members who have already identified a wish to take up an opportunity for a development review to participate in the trial phase	Acting Committee Services Manager	11 th December 2012	None
	Agree date for WLGA to deliver training for suitably qualified persons	Principal Scrutiny Officer	11 th December 2012	Venue to be identified in NPT boundary
	Confirm details of training for Members to those participating	Principal Scrutiny Officer	18 th December 2012	None
Finalise process and documentation to support review process	Develop e-forms to support development review process	Principal Scrutiny Officer	18 th December 2012	Existing staffing resource
	Finalise scheme guidance pack	Principal Scrutiny Officer	18 th December 2012	Existing staffing resource
	Carry out pre-pilot of documentation to ensure use-ability	Task and Finish Group members	18 th December 2012	Existing resources
	Set up confidential records system to collate completed review outputs	Principal Scrutiny Officer	18 th December 2012	Existing resources

	Research and collate existing learning and development opportunities for Members	Principal Scrutiny Officer	18 th December 2012	Existing resources
Deliver training to accredit suitably qualified persons	Deliver training to members identified by Group Leaders to undertake reviews	Principal Scrutiny Officer	January 2013 – date to be confirmed	WLGA resources Local training venue to be identified
	Undertake quick evaluation of training and follow up any additional requirements	Principal Scrutiny Officer	End January 2013	None
Complete reviews in trial phase	Members to meet with their suitably qualified person to complete review process	Members involved in trial	End February 2013	None
	Support to be provided as required to facilitate the process	Principal Scrutiny Officer	End February 2013	Existing resources
Organise learning and development based on needs identified and preferences expressed	Collate and analyse the outputs of each member review	Principal Scrutiny Officer/Training Officer	End March 2013	Existing resources
	Develop programme to respond to need	Principal Scrutiny Officer/Training Officer	End March 2013	Existing resources
	Communicate programme to participating members and wider membership	Principal Scrutiny Officer/Training Officer	End March 2013	Existing resources

	Begin to deliver/facilitate learning and development needs identified through review process	Principal Scrutiny Officer/Training Officer	From April 2013	Existing resources
Evaluate pilot	Develop evaluation framework	Task and finish group	January 2013	None
	Undertake evaluation	Principal Scrutiny Officer	April 2013	To be confirmed
	Report outcome of evaluation to task and finish group	Principal Scrutiny Officer	April 2013	None
	Refine Scheme and present to Democratic Services Committee for full implementation	Head of Democratic Services	May 2013	None