SECTION 25

25. MEMBER ROLE DESCRIPTIONS

25.1 Elected Member Role Description

25.1.1 Accountabilities

(a) To Full Council.

(b) To the electorate of their ward.

(c) To the electorate of the Vale of Glamorgan as a whole.

25.1.2 Role Purpose and Activity

(a) *Representing and Supporting Communities*

(i) To represent ward interests.

(ii) To be an advocate for the Council in the ward and communities they serve.

(iii) To be a channel of communication to the community on Council strategies, policies, services and procedures.

(iv) To represent individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally.

(v) To liaise with Cabinet Members, other Council Members, Council Officers and partner organisations to ensure that the needs of the local communities are identified, understood and supported.

(vi) To promote tolerance and cohesion in local communities.

(b) *Making Decisions and Overseeing Council Performance*

(i) To participate in Full Council meetings, reaching and making informed and balanced decisions, and overseeing performance.

(ii) To participate in informed and balanced decision-making on committees and panels to which they might be appointed.

(iii) To adhere to the principles of democracy and collective responsibility in decision-making.

(iv) To promote and ensure efficiency and effectiveness in the provision of Council and other public services.

(c) *Representing the Council (Subject to Appointment)*

(i) To represent the Council on local outside bodies as an appointee of the Council.

(ii) To represent the Council on local partnership bodies, promoting common interest and co-operation for mutual gain.

(iii) To represent and be an advocate for the Council on national bodies and at national events.

(d) *Internal Governance, Ethical Standards and Relationships*

(i) To promote and support good governance of the Council and its affairs

(ii) To provide community leadership and promote active citizenship.

(iii) To promote and support open and transparent government.

(iv) To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.

(v) To adhere to the Members' Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office.

(e) *Personal and Role Development*

To participate in opportunities for Member Development provided for Members by the Authority.

25.1.3 Values and Principles

To be committed to the values of the Council and the following principles which are to govern the conduct of Members of the Council:

(a) selflessness;

(b) honesty;

(c) integrity and propriety;

(d) duty to uphold the law;

(e) stewardship;

(f) objectivity in decision-making;

(g) equality and respect;

(h) openness;

(i) accountability;

(j) leadership.

25.2 **Leader(s) (and Deputy) Role Description**

25.2.1 Accountabilities

(a) To Full Council.

(b) The Public.

25.2.2 Role Purpose and Activity

(a) *Providing Political Leadership to the Council*

(i) To be a political figurehead for the Council; to be the principal political spokesperson for the Council.

(ii) To provide leadership in building a political consensus around Council policies.

(iii) To form a vision for the Council and community.

(iv) To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery.

(b) *Appointing the Cabinet*[39]

(i) To designate the appropriate portfolios.

(ii) To appoint appropriate elected Members to each portfolio.

(iii) To allocate Cabinet Members to roles with regard to their abilities.

(iv) To designate the Deputy Leader(s).

(c) *Representing and Acting as Ambassador for the Authority*

(i) 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.

(ii) To represent the Authority on the WLGA Co-ordinating Committee and the WLGA Regional Partnership Board.

[39] 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.

(iii) To be one of the Authority's representatives on the Public Services Board

(iv) To be the Council member on the South East Wales Corporate Joint Committee.

(v) To provide leadership and support local partnerships and organisations.

(vi) To represent the Authority in regional and national bodies as appropriate.

(d) *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 a Cabinet Member.

(e) *Managing and Leading the Work of the Cabinet and Chairing Meetings*

(i) To ensure the effective running of the Cabinet by managing the Forward Work Programme and ensuring its continuing development.

(ii) To ensure the work of the Cabinet meets national policy objectives.

(iii) To advise and mentor other Cabinet Members in their work.

(iv) To chair meetings of the Cabinet in line with the Constitution.

(v) In the Leader(s)'s absence the Deputy Leader(s) (if appointed by the Leader(s)) should fulfil this role.

(f) *Participating in the Collective Decision-Making of the Cabinet*

(i) 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.

(ii) To accept collective responsibility and support decisions made by the Cabinet once they have been made.

(g) *Working with Officers to Lead the Organisation*

(i) To liaise with the Chief Executive and other appropriate Officers, on a regular basis.

(ii) 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.

(h) *Leading Partnerships and Community Leadership*

(i) To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities.

(ii) To negotiate and broker in cases of differing priorities and disagreement.

(iii) To act as a leader of the local community by showing vision and foresight.

(i) *Internal Governance, Ethical Standards and Relationships*

(i) To promote and support good governance of the Council and its affairs.

(ii) To provide community leadership and promote active citizenship.

(iii) To promote and support open and transparent government.

(iv) To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.

(v) To adhere to the Members' Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office.

25.2.3 Values and Principles (see Elected Member Role Description)

25.3 **Deputy Leader(s)**

25.3.1 To fulfil the duties of the Leader(s) in his or her absence.

25.3.2 To assist the Leader(s) in specific duties as required.

25.4 **Cabinet Member Role Description**

25.4.1 Accountabilities

(a) To the Leader(s)

(b) To the Cabinet (through collective responsibility).

(c) To Full Council.

(d) To Scrutiny Committees.

25.4.2 Role Purpose and Activities

(a) *Providing Portfolio Leadership*

(i) To give political direction to Officers working within the portfolio and contribute to the Council's overall policy framework.

(ii) To gain the respect of Officers within the portfolio; provide support to Officers in the implementation of portfolio programmes.

(iii) To provide leadership in the portfolio.

(iv) To liaise with the appropriate Scrutiny Committee Chair and receive scrutiny reports as required.

(v) To be accountable for choices and performance in the portfolio.

(vi) To have an overview of the performance management, efficiency and effectiveness of the portfolio.

(vii) To make Cabinet decisions within the Portfolio (where such delegation has been granted within the portfolio).[40]

(b) *Contributing to the Setting of the Strategic Agenda and Work Programme for the Portfolio*

(i) 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.

(ii) 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.

(iii) To have collective responsibility for delivering the Council's Corporate Plan and overall policy framework.

(c) *Providing Representation for the Portfolio*

To provide a strong, competent and persuasive figure to represent the portfolio. Be a figurehead in meetings with stakeholders.

(d) *Reporting and Accounting*

(i) To report as appropriate to the Leader(s), Full Council, Cabinet, appropriate Chair of Scrutiny Committee, regulatory bodies and the media.

(ii) To be the principal political spokesperson for the portfolio.

(iii) To appear before Scrutiny Committees in respect of matters within the portfolio.

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[40] 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 Cabinet.

(e) *Taking an Active Part in Cabinet Meetings and Decision-Making*

(i) To show an interest in and support for the portfolios of others.

(ii) To recognise and contribute to issues which cut across portfolios or are issues of collective responsibility.

(f) *Leading Partnerships and Community Leadership*

(i) To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities.

(ii) To negotiate and broker in cases of differing priorities and disagreement.

(iii) To act as a leader of the local community by showing vision and foresight.

(g) *Internal Governance, Ethical Standards and Relationships*

(i) To promote and support good governance of the Council and its affairs.

(ii) To provide community leadership and promote active citizenship.

(iii) To promote and support open and transparent government.

(iv) To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.

(v) To adhere to the Members' Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office.

25.4.3 Values and Principles (see Elected Member Role Description)

25.5 Chair of the Council Role Description

25.5.1 Accountabilities

Full Council.

25.5.2 Role Purpose and Activity

(a) *Acting as a symbol of the Council's democratic authority*

(i) As the ceremonial head of the Council, to be non-political and uphold the democratic values of the Council.

(ii) To represent the Council at civic and ceremonial functions.

(b) *Chairing Council Meetings*

(i) To preside over meetings of the Council, so that its business can be carried out efficiently.

(ii) To ensure the Council conducts its meetings in line with the Council's Standing Orders.

(c) *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.

(d) *Internal Governance, Ethical Standards and Relationships*

(i) To promote and support good governance of the Council and its affairs.

(ii) To provide community leadership and promote active citizenship.

(iii) To promote and support open and transparent government.

(iv) To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.

(v) To adhere to the Members' Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office.

25.5.3 Values and Principles (see Elected Member Role Description)

25.6 Vice-Chair

25.6.1 To fulfil the duties of the Chair in his or her absence.

25.6.2 To assist the Chair in specific duties as required.

25.7 Chair of Democratic Services Committee Role Description

25.7.1 Accountabilities

To Full Council.

25.7.2 Role Purpose and Activity

(a) *Providing Leadership and Direction*

(i) To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision-making.

(ii) To lead the Committee in its role in:

(A) designating the Head of Democratic Services;

(B) keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic Services, ensuring that these are adequate;

(C) make annual reports to the Full Council in relation to the above;

(D) considering reports prepared by the Head of Democratic Services;

(E) developing the Authority's Member Support and Development Strategy;

(F) 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;

(G) ensuring that the budget for Member Development is sufficient;

(H) ensuring that Members have access to Personal Development Planning and annual Personal Development Reviews;

(I) work with the Member Support and Development Champion where relevant to promote the role of Members and necessary support and development.

(iii) To demonstrate integrity and impartiality in decision-making which accord with legal, constitutional and policy requirements.

(b) *Promoting the Role of the Democratic Services Committee*

(i) To act as an ambassador for the Democratic Services Committee, facilitating understanding of the role.

(ii) To act within technical, legal and procedural requirements to oversee the functions of the Committee fairly and correctly.

(iii) To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings.

(c) *Internal Governance, Ethical Standards and Relationships*

(i) To develop the standing and integrity of the Committee and its decision-making.

(ii) To understand the respective roles of Members, Officers and external parties operating within the Democratic Services Committee's area of responsibility.

(iii) To promote and support good governance by the Council.

25.7.3 Values and Principles (see Elected Member Role Description)

25.8 Member of a Democratic Services Committee Role Description

25.8.1 Accountabilities

(a) To Full Council.

(b) To the Chair of the Democratic Services Committee.

25.8.2 Role Purpose and Activity

(a) *Understanding the Nature of the Democratic Services Committee:*

(i) To be aware of and effectively undertake the role of the Committee in:

(A) designating the Head of Democratic Services;

(B) keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic Services, ensuring that these are adequate;

(C) make annual reports to the Full Council in relation to the above;

(D) considering reports prepared by the Head of Democratic Services;

(E) developing the Authority's Member Support and Development Strategy;

(F) 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;

(G) ensuring that the budget for Member Development is sufficient;

(H) ensuring that Members have access to Personal Development Planning and annual Personal Development Reviews.

(b) To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee.

(c) To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee.

(d) *Participating in Meetings and Making Decisions*

(i) To participate effectively in meetings of the Democratic Services Committee.

(ii) To make informed and balanced decisions, within the terms of reference of the Committee, which accord with legal, constitutional and policy requirements.

(e) *Internal Governance, Ethical Standards and Relationships*

(i) To ensure the integrity of the Committee's decision-making and of his/her own role by adhering to the Code(s) of Conduct and other constitutional and legal requirements.

(ii) To promote and support good governance by the Council.

(iii) To understand the respective roles of Members, Officers and external parties operating within the Democratic Services Committee's area of responsibility.

25.8.3 Values and Principles (see Elected Member Role Description)

25.9 Chair of a Regulatory Committee Role Description

25.9.1 Accountabilities

(a) To Full Council.

(b) To the members of the Regulatory Committee.

25.9.2 Role Purpose and Activity

(a) *Providing Leadership and Direction*

(i) To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision-making.

(ii) To ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process.

(iii) To demonstrate integrity and impartiality in decision-making which accord with legal, constitutional and policy requirements.

(iv) To delegate actions to sub-committees as appropriate

(b) *Promoting the Role of the Regulatory Committee and Quasi-Judicial Decision-Making*

(i) To act as an ambassador for the Regulatory Committee, facilitating understanding of the role.

(ii) To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly.

(iii) 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.

(c) *Internal Governance, Ethical Standards and Relationships*

(i) To develop the standing and integrity of the committee and its decision-making.

(ii) To understand the respective roles of Members, Officers and external parties operating within the Regulatory Committee's area of responsibility.

(iii) To promote and support good governance by the Council.

25.9.3 Values and Principles (see Elected Member Role Description)

25.10 Member of a Regulatory Committee Role Description

25.10.1 Accountabilities

(a) To Full Council.

(b) To the Chair of the Regulatory Committee.

25.10.2 Role Purpose and Activity

(a) *Understanding the Nature of the Regulatory Committee and Quasi-Judicial Decision-Making*

(i) To be aware of the quasi-judicial nature of Regulatory Committee decision-making.

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

(iii) To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases/applications before the committee.

(b) *Participating in Meetings and Making Decisions*

(i) 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.

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

(c) *Internal Governance, Ethical Standards and Relationships*

(i) 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.

(ii) To promote and support good governance by the Council.

(iii) To understand the respective roles of Members, Officers and external parties operating within the Regulatory Committee's area of responsibility.

25.10.3 Values and Principles (see Elected Member Role Description)

25.11 Chair of Standards Committee Role Description

25.11.1 Accountabilities

To Full Council.

25.11.2 Role Purpose and Activity

(a) *Providing Leadership and Direction*

(i) To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly.

(ii) To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice on the Code of Conduct.

(iii) To demonstrate independence, integrity and impartiality in decision-making which accord with legal, constitutional and policy requirements.

(iv) To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision-making.

(v) To lead the committee in its role in:

(A) promoting and maintaining high standards of conduct by Councillors and Co-Opted Members;

(B) assisting the Councillors and Co-Opted Members to observe the Members' Code of Conduct;

(C) advising the Council on the adoption or revision of the Members' Code of Conduct;

(D) monitoring the operation of the Members' Code of Conduct;

(E) advising, training or arranging to train Councillors, Co-Opted Members on matters relating to the Members' Code of Conduct;

(F) granting dispensations to Councillors and Co-Opted Members on 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;

(G) the exercise of these functions in relation to town and community councils and the members of those councils.

25.11.3 Values and Principles (see Elected Member Role Description)

25.12 **Member of a Standards Committee Role Description**

25.12.1 Accountabilities

(a) To Full Council.

(b) To the Chair of the Standards Committee.

25.12.2 Role Purpose and Activity

(a) Understanding the nature of the Standards Committee and effectively fulfilling its functions by:

(i) promoting and maintaining high standards of conduct by Councillors and Co-Opted Members;

(ii) assisting the Councillors and Co-Opted Members to observe the Members' Code of Conduct;

(iii) advising the Council on the adoption or revision of the Members' Code of Conduct;

(iv) monitoring the operation of the Members' Code of Conduct;

(v) advising, training or arranging to train Councillors, Co-Opted Members on matters relating to the Members' Code of Conduct;

(vi) granting dispensations to Councillors and Co-Opted Members on 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.

(b) To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee.

(c) To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee.

(d) *Participating in Meetings and Making Decisions*

(i) To participate effectively in meetings of the Standards Committee.

(ii) To make informed and balanced decisions, within the terms of reference of the Committee, which accord with legal, constitutional and policy requirements.

(e) *Internal Governance, Ethical Standards and Relationships*

(i) To ensure the integrity of the Committee's decision-making and of his/her own role by adhering to the Code(s) of Conduct and other constitutional and legal requirements.

(ii) To promote and support good governance by the Council.

(iii) To understand the respective roles of Members, Officers and external parties operating within the Standards Committee's area of responsibility.

25.12.3 Values and Principles (see Elected Member Role Description)

25.13 **Chair of Governance and Audit Committee Role Description**

25.13.1 Accountabilities

To Full Council.

25.13.2 Role Purpose and Activity

(a) *Providing Leadership and Direction*

(i) To demonstrate independence, integrity and impartiality in decision-making which accord with legal, constitutional and policy requirements.

(ii) To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision-making.

(iii) To agree the agendas for Governance and Audit Committee meetings.

(iv) To lead the Committee in its role in:

(A) reviewing and scrutinising the Authority's financial affairs;

(B) making reports and recommendations in relation to the Authority's financial affairs;

(C) reviewing and assessing the risk management, internal control and corporate governance arrangements of the Authority;

(D) making reports and recommendations to the Authority on the adequacy and effectiveness of those arrangements;

(E) overseeing the Authority's internal and external audit arrangements;

(F) reviewing the financial statements prepared by the Authority and approving them when powers are delegated;

(G) developing relationships with internal and external auditors and the Authority's Monitoring Officer;

(H) developing a Forward Work Programme designed to deliver the Governance and Audit Committee's functions;

(I) reviewing and self-assessing the performance of the Committee and its members;

(J) reviewing and making recommendations in relation to the self-assessment report pursuant to section 91 of the Local Government and Elections (Wales) Act 2021.

(b) *Promoting the Role of the Governance and Audit Committee*

(i) To act as an ambassador for the Governance and Audit Committee, facilitating understanding of the role.

(ii) To act within technical, legal and procedural requirements to oversee the functions of the Committee fairly and correctly.

(iii) To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings and in the audit process.

(c) *Internal Governance, Ethical Standards and Relationships*

(i) Understanding the financial risks associated with corporate governance; being satisfied that the Authority's assurance statements, including the annual governance statement, reflect the risk environment and any activities required to improve it.

(ii) To develop the standing and integrity of the Committee and its decision-making.

(iii) To understand the respective roles of Members, Officers and external parties operating within the Governance and Audit Committee's area of responsibility.

(iv) To promote and support good governance by the Council.

25.13.3 Values and Principles (see Elected Member Role Description)

25.14 Member of Governance and Audit Committee Role Description

25.14.1 Accountabilities

(a) To Full Council.

(b) To the Chair of the Governance and Audit Committee.

25.14.2 Role Purpose and Activity

(a) Understanding the role of the Governance and Audit Committee and undertaking its functions:

(i) reviewing and scrutinising the Authority's financial affairs;

(ii) making reports and recommendations in relation to the Authority's financial affairs;

(iii) reviewing and assessing the risk management, internal control and corporate governance arrangements of the Authority;

(iv) making reports and recommendations to the Authority on the adequacy and effectiveness of those arrangements;

(v) overseeing the Authority's internal and external audit arrangements;

(vi) reviewing the financial statements prepared by the Authority.

(b) To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee.

(c) To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee.

(d) *Participating in Meetings and Making Decisions*

(i) To participate effectively in meetings of the Governance and Audit Committee; questioning and seeking clarification on matters falling within the Committee's remit.

(ii) To make informed and balanced decisions, within the terms of reference of the Committee, which accord with legal, constitutional and policy requirements.

(e) *Internal Governance, Ethical Standards and Relationships*

(i) Understanding the financial risks associated with corporate governance; being satisfied that the Authority's assurance statements, including the annual governance statement, reflect the risk environment and any activities required to improve it.

(ii) To ensure the integrity of the Committee's decision-making and of his/her own role by adhering to the Code(s) of Conduct and other constitutional and legal requirements.

(iii) To promote and support good governance by the Council.

(iv) To understand the respective roles of Members, Officers and external parties operating within the Governance and Audit Committee's area of responsibility.

25.14.3 Values and Principles (see Elected Member Role Description)

25.15 Scrutiny Committee Chair Role Description

25.15.1 Accountabilities

(a) Full Council.

(b) The Public.

25.15.2 Role Purpose and Activity

(a) *Providing Leadership and Direction*

(i) To provide confident and effective management of the member team.

(ii) 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.

(iii) To demonstrate an objective and evidence-based approach to overview and scrutiny.

(iv) To evaluate the impact and added value of overview and scrutiny activity and identify areas for improvement.

(b) *Managing the Work Programme*

(i) To develop a balanced Work Programme of the Committee which includes pre-decision scrutiny, policy development and review, investigative scrutiny, and holding the Cabinet to account including performance monitoring.

(ii) To ensure the Programme takes account of relevant factors such as: the Work Programmes of the Cabinet and other committees, strategic priorities and risks, and relevant community issues.

(iii) To ensure that the Work Programme is delivered.

(iv) To report on progress against the Work Programme to Council, and others as appropriate.

(v) To liaise with Officers, other Members and community representatives to resource and deliver the Work Programme.

(c) *Effective Meeting Management*

(i) To set agendas containing clear objectives and outcomes for the meeting.

(ii) 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.

(iii) To ensure that the necessary preparation is done beforehand.

(iv) To ensure that all participants have an opportunity to make an appropriate contribution.

(d) *Community Leadership*

(i) To act as a focus for liaison between the Council, community and external bodies in relation to the scrutiny function.

(ii) To build understanding and ownership of the overview and scrutiny function within the community.

(iii) To identify relevant community-based issues for scrutiny.

(iv) To promote the full involvement of external stakeholders for example, service users, expert witnesses and partners in scrutiny activity.

(e) *Involvement and Development of Committee Members*

(i) To encourage effective contributions from all committee members in both committee and task and finish groups.

(ii) To assess individual and collective performance within the committee and facilitate appropriate development;.

(iii) To champion the importance of learning and development;

25.15.3 Values and Principles (see Elected Member Role Description)

25.16 Scrutiny Committee Member Role Description

25.16.1 Accountabilities

(a) Chair of the appropriate Scrutiny Committee.

(b) Full Council.

(c) The public.

25.16.2 Role Purpose and Activity

To participate fully in the activities of the Scrutiny Committee, the development and delivery of its Work Programme and any associated task and finish groups.

(a) *Reviewing and Developing Policy*

(i) To assist in the creation, development, improvement and refinement of Council policy.

(ii) To challenge policies on a sound basis of evidence for example against legislation or local political priority.

(iii) To assess impact of existing policy.

(b) *Holding the Cabinet to Account, Monitoring Performance and Service Delivery*

(i) To monitor the performance of internal and external providers against standards and targets including questioning of Cabinet and Senior Officers over time.

(ii) To contribute to the identification and mitigation of risk.

(iii) To investigate and address the causes of poor performance.

(iv) To evaluate the validity of Cabinet decisions and challenging decisions through call-in where appropriate.

(c) *Promoting the Work of Overview and Scrutiny*

(i) To promote the role of overview and scrutiny within and outside the Council, developing effective internal and external relationships.

(ii) To demonstrate an objective and evidence-based approach to overview and scrutiny.

(iii) To add value to the decision-making and service provision of the Authority through effective scrutiny.

(d) *Community Leadership*

(i) To use scrutiny as a means to address community issues and engage the public.

(ii) To encourage stakeholders to participate in the work of the Authority.

(iii) To develop locally viable and acceptable policy solutions.

(iv) To build a dialogue around priorities, objectives and performance, among communities and stakeholders.

(e) *Meeting Participation*

(i) To make adequate and appropriate preparation for meetings through research and briefings.

(ii) To participate in a proactive, informed and effective manner taking account of the Code of Conduct, Standing Orders and other constitutional requirements.

25.16.3 Values and Principles (see Elected Member Role Description)

25.17 Leader of Opposition Groups Role Description

25.17.1 Accountabilities

To the nominating Group.

25.17.2 Role Purpose and Activity

(a) *Providing Political Leadership for an Opposition Group*

(i) To be a political figurehead for the Opposition Group; to be the principal political spokesperson for the Council's opposition.

(ii) To provide leadership in the constructive challenge of the Council's policies.

(iii) To constructively challenge the vision for the Council and community where appropriate.

(iv) To provide strong, clear leadership in the co-ordination of alternative policies, strategies and service delivery.

(b) *Representing the Authority's Opposition*

(i) To represent the Opposition Group to a high standard; providing a strong, competent and eloquent figure to represent the opposition within the Authority.

(ii) To represent the Council on external bodies.

(c) *Internal Governance, Ethical Standards and Relationships*

(i) To promote and support good governance of the Council and its affairs.

(ii) To provide community leadership and promote active citizenship.

(iii) To promote and support open and transparent government.

(iv) To promote, support, and adhere to respectful, appropriate and effective relationships with employees of the Council.

(v) To promote, support and adhere to the Members' Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office.

25.17.3 Values (see Elected Member Role Description)

25.18 **Role of the Deputy Leader of Opposition Groups**

25.18.1 To fulfil the duties of the Leader in his or her absence.

25.18.2 To assist the Leader in specific duties as required.

25.19 **Member Champion Purpose and Role**

25.19.1 What are Member Champions?

(a) Member Champions exist to provide a voice for traditionally under-represented 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.

(b) 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 and Young People's Services with a responsibility for over-seeing the arrangements made under Sections 25 and 26 of the 2004 Children Act.

(c) 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 People's 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.

25.19.2 What do they do?

Typically, the Lead Member will:

(a) make sure that their area of interest is taken into account when developing policy or making decisions;

(b) ask questions about performance and resourcing for the area;

(c) raise the profile of the area and make the Authority aware of good practice;

(d) engage with external bodies who work in the area;

(e) engage with other Officers and Members in relation to the role;

(f) engage with community groups with an interest/stake in the area;

(g) report action to the Council.

25.19.3 How Does Their Role Fit Within the Corporate Structure?

(a) 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 Cabinet Member or Scrutiny Members. The Champion role itself could be undertaken by either the relevant Cabinet Member or a Non-Cabinet Member.

(b) 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(s).

25.19.4 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 a Cabinet Member and a Non-Cabinet lead.

25.20 **Member Champion Role Description**

25.20.1 Accountabilities

To Full Council.

25.20.2 Role Purpose and Activities

(a) *Within the Council*

(i) To promote the interest being championed within the Council's corporate and service priorities.

(ii) To promote the needs of the client group represented in the interest to the decision-makers within the Council.

(iii) To work with the decision-makers in the Council to establish strategies/policies/work plans connected with the interest.

(iv) To maintain an awareness of all matters connected with the interest.

(v) To contribute to good practice and the continuous improvement of services and functions related to the interest.

(vi) To engage with Members in matters related to the interest such as attending Scrutiny/Cabinet/Full Council meetings etc.

(vii) Raising awareness of and taking a lead role in the development of all Members and Officers in relation to the interest.

(b) *In the Community*

(i) To raise the profile of the interest in the community.

(ii) To engage with citizens and community groups in matters related to the interest.

(iii) To lead and support local initiatives related to the interest.

25.20.3 Values and Principles (see Elected Member Role Description)

25.21 Elected Member Person Specification

To fulfil his or her role as laid out in the Role Description, an effective Member requires the following:

25.21.1 Representing and Supporting Communities

(a) Good advocacy skills.

(b) Interpersonal skills.

(c) Integrity and the ability to set aside own views and act impartially.

(d) The ability to present relevant and well-reasoned arguments.

(e) Good communication skills.

25.21.2 Making Decisions and Overseeing Council Performance

(a) Knowledge and understanding of meetings law, rules and conventions.

(b) An understanding of strategic, policy and service contexts for decisions.

(c) The ability to challenge ideas and contribute positively to policy development.

25.21.3 Representing the Council (Subject to Appointment)

(a) Good public speaking skills.

(b) Good presentation skills.

(c) The ability to persuade others and act with integrity.

25.21.4 Internal Governance, Ethical Standards and Relationships

(a) An understanding of the roles of Officers, Members and different agencies.

(b) Respect for, and desire to work with, different groups and individuals.

(c) Have knowledge and understanding of the Code of Conduct and Member/ Officer Protocol.

(d) A knowledge and commitment to the values of the Council.

25.21.5 Personal and Role Development

(a) An ability to assess personal and role development needs.

(b) Desire and skills to participate in development.

25.22 **Leader(s) Person Specification**

To fulfil his or her role as laid out in the Role Description, an effective Leader requires:

25.22.1 Providing Political Leadership to the Council

(a) Knowledge of community strengths, areas of improvement and key issues.

(b) An understanding of the relationship between national and local politics.

(c) Have a good strategic awareness of issues facing the Council.

(d) An understanding of the Council's strategy, policies and operations.

25.22.2 Appointing the Cabinet

(a) An understanding of the rules for the appointment of Cabinet Members.

(b) An ability to recognise talent amongst Members.

(c) An ability to negotiate the most advantageous appointments within and across political groups.

(d) To appraise, guide and mentor senior Members.

25.22.3 Representing and Acting as Ambassador for the Authority

(a) High level communication skills to communicate to the media, local community and wider audience.

(b) Good public speaking skills.

25.22.4 Providing Leadership Within the Portfolio

The skills necessary for a Cabinet Member to fulfil their role.

25.22.5 Managing and Leading the Work of the Cabinet and Chairing Meetings of the Cabinet

(a) An understanding of the Cabinet Procedure Rules.

(b) Skills to chair meetings, including encouraging participation from all Members.

(c) A knowledge and understanding of national policy objectives.

(d) An overview of the work being carried out by Cabinet Members.

25.22.6 Participating in the Collective Decision-Making of the Cabinet

The ability to constructively challenge decisions and suggest alternatives.

25.22.7 Working with Officers to Lead the Organisation

An understanding of the roles and responsibilities of the Chief Executive and other Officers.

25.22.8 Leading Partnerships and Community Leadership

(a) Adaptive leadership skills.

(b) Negotiation and brokerage skills.

(c) Creative and lateral thinking skills; the ability to see ahead and be predictive.

25.22.9 Internal Governance, Ethical Standards and Relationships

(a) An understanding of the roles of Officers, Members and different agencies.

(b) Respect for, and desire to work with, different groups and individuals.

(c) Have knowledge and understanding of the Code of Conduct and Member/ Officer Protocol.

(d) A knowledge and commitment to the values of the Council.

25.23 **Cabinet Member Person Specification**

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

25.23.1 Portfolio Leadership

(a) An understanding of the Council's strategy, policies and operations.

(b) Leadership skills.

25.23.2 Contributing to the Setting of the Strategic Agenda and Work Programme for the Portfolio

(a) The ability to present to others.

(b) The ability to exercise strategic awareness and judgement.

(c) Knowledge of relevant issues and who to involve in decision-making.

(d) The ability to persuade others.

(e) Knowledge of Council and national objectives.

25.23.3 Providing Representation for the Portfolio

(a) Public speaking skills.

(b) Good presentation skills.

25.23.4 Reporting as Appropriate

High level communication skills.

25.23.5 Taking an Active Part in Cabinet Meetings and Decisions

(a) The ability to constructively challenge decisions and suggest alternatives.

(b) The knowledge, confidence and ability to contribute to discussion and resolution of cross-cutting and collective issues.

25.23.6 Leading Partnerships and Community Leadership

(a) Adaptive leadership skills.

(b) Negotiation and brokerage skills.

(c) Creative and lateral thinking skills; the ability to see ahead and be predictive.

25.23.7 Internal Governance, Ethical Standards and Relationships

(a) An understanding of the roles of Officers, Members and different agencies.

(b) Respect for, and desire to work with, different groups and individuals.

(c) Have knowledge and understanding of the Code of Conduct and Member/Officer Protocol.

(d) A knowledge and commitment to the values of the Council.

25.24 **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:

25.24.1 Acting as a Symbol of the Council's Democratic Authority

(a) Good public speaking skills.

(b) An in-depth understanding of role of Chair.

25.24.2 Chairing Council Meetings

(a) Skills to chair meetings, to ensure business is carried out effectively and all those attending participate.

(b) An understanding of the Council's Standing Orders.

25.24.3 Upholding and Promoting the Council's Constitution

(a) An understanding of the Council's Constitution.

(b) An understanding of when to seek the advice of the Monitoring Officer on issues relating to the Constitution.

25.24.4 Internal Governance, Ethical Standards and Relationships

(a) An understanding of the roles of Officers, Members and different agencies.

(b) Respect for, and desire to work with, different groups and individuals.

(c) Have knowledge and understanding of the Code of Conduct and Member/Officer Protocol.

(d) A knowledge and commitment to the values of the Council.

25.24.5 Work Programming

The ability and discipline to plan and manage Work Programmes.

25.25 **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:

25.25.1 Providing Leadership and Direction

(a) Ability to conduct meetings to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused.

(b) Understanding of the Council's role and ability to ensuring that stakeholders are aware of that role.

(c) Communication skills.

(d) Knowledge of local issues.

(e) Ability to manage the work of the Committee.

(f) Ability to support and develop necessary skills in fellow members of the Committee.

25.25.2 Promoting the Role of the Regulatory Committee and Quasi-Judicial Decision-Making

(a) Understanding and appreciation of the regulatory framework.

(b) Ability to inspire and enthuse committee members for the work of the committee.

(c) Integrity and the ability to set aside own views and act impartially.

(d) Knowledge and understanding of the relevant Code(s) of Conduct and protocols and the ability to champion them.

25.25.3 Internal Governance, Ethical Standards and Relationships

(a) Knowledge and understanding of the Code(s) of Conduct and protocols.

(b) Knowledge of and commitment to the values of the Council.

25.26 **Regulatory Committee Member Person Specification**

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

25.26.1 Understanding the Nature of the Regulatory Committee and Quasi-Judicial Decision-Making

(a) Integrity and the ability to set aside own views and act impartially.

(b) Knowledge of law, policy and procedures for that regulatory/quasi-judicial area.

(c) Maintenance of knowledge.

(d) Objectivity and judgement.

25.26.2 Participating in Meetings and Making Decisions

(a) Ability to listen and to consider and respect the views of other contributors.

(b) Good public speaking skills.

(c) Good advocacy skills.

25.26.3 Internal Governance, Ethical Standards and Relationships

(a) Knowledge and understanding of the Code(s) of Conduct and protocols.

(b) Knowledge of, and a commitment to, the values of the Council.

25.27 **Scrutiny Committee Chair Person Specification**

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

25.27.1 Providing Leadership and Direction

(a) Understanding of Council role and functions.

(b) Understanding of role of Scrutiny, terms of reference for the Committee, role of Chair, and other aspects of the democratic arrangements.

(c) Understanding of Member Support functions.

(d) Understanding of Council priorities and risks.

(e) Ability to develop Work Programmes.

(f) Understanding of community issues.

(g) Objectivity.

(h) Negotiation and consensus building.

(i) Ability to build constructive and 'critical friend' relationships with the Cabinet.

(j) To participate in the Scrutiny Chairs and Vice-Chairs Group to help shape best practice in Scrutiny in the Council and contribute to cross-committee learning.

25.27.2 Managing the Work Programme

(a) Ability to manage projects and resources.

(b) Ability to manage people.

(c) Ability to prioritise.

(d) Ability to report progress to different groups in different styles.

25.27.3 Effective Meeting Management

(a) Understanding and application of meeting protocols, Code of Conduct, Standing Orders and other constitutional requirements.

(b) Ability to chair meetings effectively, managing the agenda and progressing business.

(c) Ability to facilitate effective discussions.

(d) Ability to listen and question effectively.

25.27.4 Community Leadership

(a) Understanding of the community leadership role.

(b) Knowledge of local issues and expectations.

(c) Ability to work effectively with all members of the community and build understanding and ownership of Scrutiny.

(d) Knowledge of the individuals and organisations in the community especially those traditionally excluded.

25.27.5 Involving and Developing of Committee Members

(a) Understanding of the role and skills of the Scrutiny Committee and its individuals.

(b) Ability to support Members and the Committee in assessing their performance.

(c) Ability to identify any training and development needs and champion and participate in appropriate learning and development.

25.28 **Scrutiny Committee Member Person Specification**

To fulfil his or her role as laid out in the Role Description, an effective Scrutiny Committee member requires:

25.28.1 Participating Fully in the Activities of the Scrutiny Function

(a) Full understanding of the scrutiny remit and role, and terms of reference for their own Committee and others.

(b) Understanding of Member Support functions.

(c) Willingness to work within the guidance of the Chair.

(d) Willingness to undertake training as necessary.

25.28.2 Reviewing and Developing Policy

(a) Knowledge of, and ability to evaluate, existing policy.

(b) Understanding of best practice.

(c) Understanding of national and local legislative and policy context.

25.28.3 Monitoring Performance and Service Delivery and Holding the Cabinet to Account

(a) Understanding of the Wales Programme for Improvement (WPI) and associated risk assessment arrangements.

(b) Understanding of the principles and practice of performance management.

(c) Understanding of the Council's performance management arrangements.

(d) Ability to analyse data and challenge performance.

(e) Understanding of arrangements for call-in.

25.28.4 Promoting the Work of Scrutiny

(a) Ability to negotiate and build consensus.

(b) Ability to act objectively and on the basis of evidence.

25.28.5 Community Leadership

(a) An understanding of the community leadership role.

(b) Knowledge of local issues and expectations.

(c) Ability to work effectively with all members of the community and build understanding and ownership of Scrutiny.

(d) Knowledge of the individuals and organisations in the community, especially those traditionally excluded.

25.28.6 Meeting Participation

(a) Ability to interpret information and data from a range of sources.

(b) Understanding and application of meeting protocols, Code of Conduct, Standing Orders and other constitutional requirements.

(c) Ability to participate in meetings, including effective listening, questioning and speaking.

25.29 **Leader of Opposition Groups Person Specification**

To fulfil his or her role as laid out in the Role Description, an effective Leader of an Opposition Group requires:

25.29.1 In Providing Political Leadership for the Opposition Group

(a) Knowledge of community strengths, areas of improvement and key issues.

(b) An understanding of the relationship between national and local politics.

(c) Have a good strategic awareness of issues facing the Council.

(d) An understanding of the Council's strategy, policies and operations.

(e) An ability to challenge different strategies, policies and operations.

25.29.2 In Representing an Authority's Opposition Group

(a) High level communication skills to communicate to the media, local community and wider audience.

(b) Good public speaking skills.

(c) Creative and lateral thinking skills; the ability to see ahead and be foresighted.

(d) Leadership skills.

25.29.3 Internal Governance, Ethical Standards and Relationships

(a) An understanding of the roles of Officers, Members and different agencies.

(b) Respect for, and willingness to work with, different groups and individuals.

(c) A thorough knowledge and understanding of the Code of Conduct and Member/Officer Protocol.

(d) A knowledge of and commitment to the values of the Council.

25.30 **Member Champion Person Specification**

25.30.1 Within the Council

(a) 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.

(b) Ability to engage with a range of Members and Officers around the area of interest and listening to requirements.

(c) Ability to advocate on behalf of the area of interest within the Council.

25.30.2 In the Community

(a) Understanding of the needs of the community in relation to the interest.

(b) Ability to engage with citizens and community groups in matters related to the interest.

(c) Ability to lead and support local initiatives related to the interest.

(d) Ability to represent the position of the Council to the community in relation to the interest.