Meeting of:	**Democratic Services Committee**
Date of Meeting:	**Monday, 25 July 2022**
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Discharge of the Democratic Services Committee functions and Training and Development
Purpose of Report:	To advise Members of the role and responsibilities that fall within the remit of the Committee and to provide an update on Member Development Programmes post May Local Government elections
Report Owner:	Head of Democratic Services
Responsible Officer:	Jeff Rees, Head of Democratic Services
Elected Member and Officer Consultation:	This is an internal matter and therefore, no consultation has been necessary.
Policy Framework:	This is a matter for Executive decision

Executive Summary:

- To apprise Members of functions of the Democratic Services Committee and to update the Committee on the training and development activities undertaken by Members since the County Borough elections in May, 2022.

Recommendations

1. To present for Members' consideration to a future meeting of this Committee, reports and recommendations (if any) in respect of any proposed changes to the number and grades of staff required to discharge Democratic Services functions, and to note that any proposed changes would need to be reported to Council for approval.

2. To note the Member Development Strategy (Appendix 1).

3. To note the training and development activities undertaken by Members since May 2022 to date, and that a further report be submitted to the next meeting of this Committee on attendance rates at the various induction sessions.

4. That in accordance with the requirements of "the Measure" all (54) elected Members be afforded the opportunity to undergo annual Personal Development Reviews (PDRs) (including those Members who choose to remain "unallocated").

5. That the Committee receives an update report on the PDRs process highlighting the development needs identified and to inform a future development programme.

Reasons for Recommendations

1. To keep under review resources to discharge Democratic Services function.

2. To raise awareness of the contents for the Strategy.

3. In acknowledgement of the extensive Member Induction Programme undertaken post Local Government elections.

4. To support future training needs of Members.

5. To present a Training Needs Analysis.

1. Background

1.1 Following the County Borough elections and the Council's Annual Meeting in May of this year, where newly elected Members have been appointed to this Committee, I felt it appropriate to present a report to this meeting on the functions of the Committee, together with information in respect of training and development.

1.2 At the Annual Meeting held on 23rd May 2022, the Council received and endorsed the terms of reference of the Committee. The Committee's remit relates to the following matters:

- To designate the Head of Democratic Services.

- To keep under review the provision by the Authority of adequate resources to discharge Democratic Services functions.

- To make reports and recommendations in respect of (2) above to Full Council at least annually.

- To have regard to Welsh Ministerial guidance when exercising its functions.

- To be responsible for overseeing the Council's approach to Member Development.

2. Key Issues for Consideration

2.1   The report encompasses all areas surrounding Democratic Services and I will continue to bring any changes/guidance from the Welsh Government and the WLGA as and when they arise.

2.2   The Democratic and Scrutiny Services Team is responsible for developing and supporting effective decision-making processes, including the Council's Cabinet, the Mayoral Function, Scrutiny and Committee arrangements, Land Charges function, Records Management Unit, undertaking School appeals, internal and external mail and for providing advice and support for elected Members, including the Council's Constitution, Civic Protocols, Members' Code of Conduct and Member Development.

Staff and Resources for Democratic Services

2.3   One of the functions of the Democratic Services Committee (DSC) is to keep under review the provision of staff, accommodation and other resources made available to myself as Head of Democratic Services (HDS), in order to ensure that it is adequate for the responsibilities of the post.

2.4   Paragraph 3.23 of the statutory guidance of the Local Government (Wales) Measure 2011 (the "Measure") states:

"In some Councils, the scrutiny function has not been part of what has previously been known as "Democratic Services" and these arrangements may well have worked well. It is important to note that the HDS designation created by the Measure will probably not be identical to any previous post with the same or similar name. However, in taking responsibility for promoting the scrutiny function and providing support and advice as indicated in Section 9, it will be important to take care not to dilute the effectiveness of existing arrangements. In particular any arrangement already in place to provide advice in relation to the scrutiny function and research analysis should not be weakened as a result of establishing these new arrangements. The HDS would need to present a report to the DSC describing what s/he feels to be a reasonable level of support for democratic services functions. The DSC, however, could not make the final decision on these matters. It would need to submit its own report to the full Council, arguing the case for necessary resource. It may well be that full Council will modify or reject the DSC's report, in which case it could be advisable for the DSC to consider alternative proposals, which may involve a period of negotiation involving the HDS, Chief Finance Officer and the appropriate executive Councillor".

2.5   At this early stage of the appointment of newly elected Members to this Committee, I am not recommending to Members any proposals in terms of additional resources in relation to the provision of staff, accommodation and

other resources for the exercise of the functions that fall to me and as required within paragraph 3.22 of the statutory guidance.

2.6 Members will appreciate that the team and related officers supporting Members have faced significant challenges brought about by the pandemic, largely related to ensuring the Council's governance arrangements could operate in the period where it was not possible for formal meetings of the Council to take place in person and therefore subsequently, delivering the Council's ability / capability to hold meetings virtually. This has also coincided with the delivery of a significant cornerstone piece of legislation, the Local Government and Elections (Wales) Act 2021 which is a substantial piece of legislation and covers a range of topics from electoral reform, public participation, governance and performance through to regional working. Various provisions within the Act have had different implementation dates and as a result over the months reports have been taken to Council meetings which have resulted in amendments to the Council's Constitution where appropriate.   A guide of the Constitution another requirement of the legislation has also been produced and is available together with an updated version of the Constitution (with all the required amendments) on the Council's website. These matters are covered further in my Annual Report.

Member Development Strategy

2.7 The Member Development Strategy (MDS) comes within the remit of this Committee. The essence of the Strategy is to ensure that Members have the option to determine their own unique path of learning throughout their term of office, by ensuring continual dialogue between the Officers responsible for delivering and facilitating learning opportunities.

2.8 The Strategy was reviewed / updated and endorsed by the Committee on 12th July 2021 prior to its approval by Cabinet. The refreshed Strategy had also received the endorsement of the WLGA.

2.9 The report at that time set out a draft revised MDS which had been refreshed to include additional information relating to essential (mandatory) and desirable (non-mandatory) that cover learning areas which are aimed at supporting elected Members undertaking their diverse roles. A table of learning topics is also now included in the Strategy, previously being absent.

2.10 The inclusion of the learning topics within the Strategy will ensure that the appropriate status is given to these learning areas, legitimise the requirement for Members to participate in learning and development and embed this principle within future learning programmes following Local Government elections.

2.11 The refreshed Strategy is attached at Appendix 1, for the Committee's information.

Training and Member Development Activities

2.12 Following the elections in May of this year, a robust induction programme previously approved by the DSC on 4th April, 2022 has been delivered on the following subjects:

- Market Place Induction Event – 9th and 10th May (internal)

- Meeting Platforms ICT Drop-in Sessions – 11th and 12th May (internal by officers)

- **Ethics and Standards – 12th and 13th May (internal – Monitoring Officer)**

- Introduction to the Council and local Corporate Governance – 16th and 17th May (internal by officers)

- Corporate Plan – 18th and 19th May (internal by officers)

- Rules of Debate – 19th and 20th May (internal by officers)

- **Planning – 25th and 26th May (internal by officers)**

- Planning for non-Planning Committee Members – 27th May (internal by officers)

- **Licensing – 25th and 26th May (internal by officers)**

- Licensing for non-Licensing Committee Members – 25th May (internal by officers)

- **Introduction to Scrutiny – 26th and 27th May (internal by officers)**

- **General Chairing and Questioning Skills – 7th and 8th June (external – WLGA)**

- **Scrutiny Chairing Skills – 9th June (external – WLGA)**

- **Governance and Audit Committee – 13th June (internal by officers)**

- Welsh Church Act Estate Committee – 20th June (internal by officers)

- **Treasury Management – 21st June (external by Link Group and internal by officers)**

- **Finance – 22nd and 23rd June (internal by officers)**

- Shared Regulatory Services – 22nd and 24th June (internal by officers)

- **Introduction to Standards – 23rd June (internal – Monitoring Officer)**

- Introduction to the Voluntary Sector Joint Liaison Committee – 27th June (internal by officers)

- Information Governance in Local Government – 27th and 28th June (internal by officers)

- **General Data Protection Regulations (GDPR) and Cyber Security – iDev module**

- Introduction to the Shared Regulatory Services Joint Committee – 28th June (internal by officers)

- **Equalities and Diversity – 29th and 30th June (GLAM Chair and internal by officers)**

- Corporate Parenting and Safeguarding / Social Services and Wellbeing Act – 4th and 5th July (internal by officers)

- **Introduction to the Planning Sub-Committee Public Rights of Way – 6th July (internal by officers)**

- Introduction to Community Liaison Committee – 14th July (internal by officers)

- Personal Safety and Self-Care – 19th and 21st July (external – Link: David McGrath)

- Regeneration, Economic Development and Tourism – 19th and 20th July (internal by officers).

(Highlighted items = Essential (Mandatory)

2.13 Access passwords for training on the Council's I-DEV training system have been provided to all Members and all have also been reminded that much of the development sessions already provided to date can still be accessed as an ongoing "refresher" learning resource via MemberNet. Appendix 2 to this report provides details of the training and attendance undertaken to date.

2.14 Individual training, support and guidance has also been provided by the Democratic and Scrutiny Services Team following requests as well as the provision of "How To Guides" and advice notes to assist Members and, in particular, Chairs of Committees, when conducting meetings.

Review of Councillors Induction and Training Programme 2022

2.15 Councillors are asked to feedback their comments on the Programme to assist the Head of Democratic Services. Such comments will be used to improve future Councillor Induction and Training Programme. Questions suggested that need to be considered include the following:

- Topics in Programme?

- Length of individual Training Sessions?

- How to improve attendance at training, especially compulsory sessions?

- Venue?

- Training Feedback Sheets?

- Learning Styles and Method of Delivery of Training?

- What aspects of the Induction went well?

- What could be improved?

2.16 It is intended that a further report will be presented to the Committee in November on the attendance of Members at the induction sessions.

Personal Development Reviews

2.17 Personal Development Reviews (PDRs) are a way for a Member and/or Officer to mutually assess a Member's personal development needs, which 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 Authority and the needs of the Community.

2.18 The purpose of the PDR is to enable Members to build confidence, develop skills and knowledge and improve their own performance and contribution to the Council and the Community.

2.19 It is my intention to conduct reviews during 2023, this is to allow Members to bed into their new elected roles and acknowledges that all Members would have undertaken an intensive Member induction process post the May elections

earlier this year and will continue post the Summer Recess with Members being able to access additional development refreshers/ training content via the Council's iDev training portal.

2.20 Since 2006 all Members have been provided with individual Role Descriptions (as contained within the Council's Constitution and recently updated by the WLGA). I would strongly encourage all Members to take the time review and acquaint themselves with these role descriptions which will give them high degree of insight in terms of what is expected of them and taken into consideration when undertaking their duties on a day to day basis. These should be seen as an aid complimented to development opportunities linked to any personal development requirement.

2.21 There is a requirement under the Measure that all Members in receipt of a Senior Salary are required to have a PDR (with the exception of the Leader of the Council). Whilst other Members will be offered the opportunity to have PDRs and encouraged to participate, they are not obligated under the Measure to have one.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

3.1 The Well-being of Future Generations (Wales) Act sets out a duty for the Council to ensure the Sustainable Development Principle underpins all the work undertaken by the Authority, requiring us to demonstrate how decisions are formulated, taken and scrutinised via five ways of working. The Act underpins the Council's Corporate Plan. The approach to developing this Strategy will in turn link to the development of future member development arrangements taking account of the Act and the Council's well-being objectives.

4. Climate Change and Nature Implications

4.1 There are no direct implications arising from this report.

5. Resources and Legal Considerations

Financial

5.1 Future Member Development provision will continue to comprise a mixture of delivery which, whilst largely delivered internally, will also include external facilitators where considered appropriate and beneficial. Any expenditure incurred on external facilitators will be met from within the existing budget.

Employment

5.2 There are no direct implications arising from this report.

Legal (Including Equalities)

5.3   Member Training and development is required by the Local Government Act 2000 and Local Government Measure (Wales) 2011.

6. Background Papers

VALE of GLAMORGAN COUNCIL

MEMBER DEVELOPMENT STRATEGY

Strong Communities with a Bright Future

www.valeofglamorgan.gov.uk

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THE VALE OF GLAMORGAN COUNCIL

MEMBER DEVELOPMENT STRATEGY

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Foreword

The Vale of Glamorgan Council has an obligation to ensure that it supports effective elected Member working to provide and improve corporate governance, local democracy and local services. This is within a climate of continuing major challenges brought about by budgetary pressures and the need to make significant associated financial savings. Alongside this we need to ensure that important local services continue to be delivered as efficiently and effectively as possible.

The Council is committed to providing the vital democratic arrangements and support services to ensure that Members are able to effectively fulfil the requirements of their office and develop a culture where learning and development are "the norm". We have a track record of delivering regular Member Development sessions and such an approach will continue. As in previous years the Councils position has not changed playing a pivotal role in ensuring essential services reach every member of our society. Public expectations of the Council, its elected Members and officers are high. There is ever-increasing interest in the way in which decisions are taken and how these decisions are scrutinised.

The Council and with the full support of elected colleagues, the Managing Director and Corporate Management Team, is committed to ensuring that the Council provides the best development opportunities for Members to enable them to fulfil the expectations of the electorate.

This updated Strategy seeks to reaffirm the principles by which future Member Development will be determined and delivered and we believe that this Strategy will assist Members in providing strong leadership for both the Council and improving services for our communities over the coming years.

Rob Thomas   **Vincent Bailey, Chairman,**
Managing Director   **Democratic Services Committee**

THE VALE OF GLAMORGAN COUNCIL

MEMBER DEVELOPMENT STRATEGY

Introduction

The Council has a strong track record for continuously improving services which means particularly Elected Members have had to embrace, and adapt to, many different roles and responsibilities. The Wales Programme for Improvement places a responsibility on the Council to maintain continuous improvement in service delivery, emphasising the need to develop new and innovative ways of working to improve service outcomes. Therefore, all Members have a key role in the process of challenging established patterns of service delivery.

Operating in a constantly changing environment with reducing budgets whilst also taking on new responsibilities requires Elected Members, Co-opted Members and a workforce that is flexible and responsive to change which will result in new and challenging roles. Various statutory responsibilities are placed on the Council to promote the economic, social and environmental wellbeing of the community and to lead, collaborate and co-ordinate the preparation of a number of key Strategies in partnership with the Council's public, private, voluntary and community sector partners. In embracing these challenges, the Council must continue to develop its Members so that they:

- are responsive to change and able to prioritise;
- maximise the use of all available resources;
- can challenge the Council and other organisations fairly and identify best practise;
- are focused on maximising the outcomes provided by public services within the challenging climate of diminishing financial resources; and
- are influential and effective community leaders.

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The Current Context

This Strategy has been developed in the context of ongoing changes in Local Government and with a view to enabling Elected Members and Co-opted Members to meet the challenges and opportunities presented to them, both through legislative changes and drivers in the County Council's organisation, the way it delivers services and the way it works with its communities, partners and stakeholders. The Strategy seeks to reaffirm the principles that will govern the Council's approach to Member Development and to set out in broad terms how the aims and objectives of Member Development will be met.

To provide the context in which this Strategy sits, the document begins by setting out the Council's Vision and Values. It then explains the overall objectives of Member Development within that context, before setting out the role of the Democratic Services Committee and supporting officers. Finally, the Strategy outlines the structure for Member Development.

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In developing the Council's new Corporate Plan for 2020 – 2025, we revisited the values and vision and decided they were still valid however through extensive engagement and consultation we have developed four new well-being objectives. Therefore, the vision of the Council is communicated in the Corporate Plan as follows:

"Delivering Strong Communities with a Bright Future"

Our values are also unchanged in terms of what the Council expects of its managers and staff in relation to how they do their work and how they will be treated:

- *Ambitious* - Forward thinking, embracing new ways of working and investing in our future;
- *Open* – Open to different ideas and being accountable for the decisions we take;
- *Together* – Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services; and
- *Proud* – proud of the Vale of Glamorgan: proud to serve our communities and to be part of the Vale of Glamorgan Council.

These have been embedded across the organisation and have been instrumental in ensuring that the Council has achieved the commitments in the previous Corporate Plan. They have also made a significant difference to the culture of the organisation and how we all work together. We will continue to build on these strong foundations to successfully deliver our new Plan for 2020-25.

Elected Members and Co-opted Members will continue to play a vital role in the delivery of the Council's vision. As such, it is essential that all Members possess the correct skills and knowledge. Residents and communities expect them to be able to work for them across a range of subjects, using skills and expertise that match the increasingly complex nature of those topics.

Good quality Member Development arrangements enhance Members' ability to do this by:

- developing Members' knowledge of issues or legislation.
- developing Members' awareness of local and national issues.
- developing Members' skills and capabilities across a range of areas, including personal development, leadership skills, communication skills and ICT competencies.
- developing Members' understanding of key issues, for example community.
- developing Members' awareness of equalities and diversity issues
- giving Members the opportunity to network with each other, other Authorities, other partners, and the community.

The Strategy has been reviewed and consultation undertaken with the WLGA as to whether it is still fit for purpose and subsequently taken a view that many aspects are still considered to be relevant in providing a clear framework for Member Development, existing initiatives and practices, all of which are designed to enhance the Council's support for, and development of its Elected Members/ Co – opted Members.

As and when legislative requirements change the way the Council is required to work including, its Elected Members, these changes will be taken into account when planning future Member Development programmes to ensure that Elected Members/ Co - opted Member are enabled to undertake their various roles.

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Member Learning and Development Strategy – Aims and Objectives

The Local Government (Wales) Measure 2011 requires Local Authorities to secure the provision of reasonable training and development opportunities for its Members. The Measure does not define what constitutes reasonable training and development. However, Welsh Government guidance recommends that Local Authorities provide opportunities for what is essential for a Member to perform their role effectively.

Member Development refers to any development activities or training programmes specifically designed to improve the knowledge, skills and abilities of elected Members in their varied roles.

This Strategy aims to equip Members with the skills and knowledge they need in their current (as set out in their role descriptions) and future roles. To ensure that this Strategy meets the needs of Members and the Council, activities will be properly planned, resourced, monitored and evaluated.

The Strategy's main objectives are:

• To provide a comprehensive induction process for new Members during their first six months in office, with "refresher" sessions offered to Members who are re-elected.

• To achieve a clear and shared understanding of the various Member roles.

• To support Senior Salary post holders to improve their performance aided by annual Personal Support and Development reviews.

• To provide an ongoing role, skills, and knowledge programme of development opportunities for all Member.

• To provide support tailored to the needs of Members based on individual training needs analysis; and

• To monitor the impact of the Strategy and use feedback to improve over time and celebrate success.

The Council will provide Elected Members and Co-opted Members with flexible and responsive training and development that is based on individual and organisational needs. This should in turn maximise the effectiveness of all Members in their various roles to ensure that the Vale of Glamorgan Council will be regarded as a leader in the provision of support to elected Members.

Every Member (other than an Executive Leader – see ** below) will be offered the opportunity to have their training and development needs reviewed by the Head of Democratic Services on an annual basis by way of a Personal Development Interview.

One of the issues often raised is how often an Elected Member / Co-opted Member should attend a training / refresher training session. Clearly, this is mainly down to what the Councillor / Co-opted

Member to believe that they require or perhaps the frequency would stem from the Councillors Personal Development Review.

The Democratic Services Committee has determined that those Members in receipt of a Senior Salary will be **expected** to have such an interview and that specific levels of all Member training are to be considered as Essential (Mandatory). Set out at Appendix A is the Member Learning and Training Programme. A significant proportion of this programme will be delivered post each local government elections as part of the Council Elected Member/ Co-opted Member induction Programme. This will be supplemented with additional learning sessions, briefings, some of which will flow from the personal development review process.

Member learning and development provided by the Council will adopt and reflect the principles of the Welsh Local Government Associations Elected Member Competency Framework and any subsequent revisions to it. The Framework is attached at Appendix B. This is with the objective of attaining consistency in provision of learning and development to Members' and Co-opted Members across Wales. To compliment the Framework the WLGA have developed revised versions of model role descriptions attached at Appendix C.

Essential Training involves training associated with Members' and Co-opted Members statutory responsibilities e.g. membership requirements of certain Committees such as Planning, Licensing, Audit and Governance Committees etc. and generic themed training to ensure that all Members have the necessary knowledge and skills to enable them to operate within the Council's Code of Conduct, have an understanding of the Council's Constitution, undertake common essential duties and, where appropriate, discharge regulatory or personnel related Committee functions.

A good Council will often need to identify some key areas of training as top priorities for learning. Such a move will assist the Council in being a top performing Council. By not being proactive and setting some of these training events as essential can potentially lead to complacency. Elected Members and Co-opted Members have an important role to play as the eyes and ears of their locality; training can assist them in that vital role.

In addition to the above, the Council has historically taken a proactive view by recommending targeted development at specific roles such as Chairing Skills for Committee Chairmen, Scrutiny Training for Scrutiny Committee Members and Committee Questioning Skills. Members and Co-opted Members of committees will also receive specific knowledge building and development briefing sessions on the changes to legislation as and when these arise.

In response to Members calls to facilitate knowledge building / development through more innovative ways the Council will continue to deliver Member Expo events centred around key organisational challenges. This type of event will continue to be delivered as part of the future Member Development Programmes.

Requested Training topics can also be incorporated into the ongoing Member Development Programme when identified by individual Members as part of the Councillor training needs analysis survey undertaken periodically.

In addition to more formal learning arrangements, Elected Members will be encouraged to utilise E Learning opportunities. The All Wales Academy is the national e-learning site for all Local Authorities

in Wales providing local government staff and councillors with 24/7 access to training materials. Elected Members will be provided with instructions for creating their individual Learning@Wales account and both a link to the portal and the account set-up guide. Information and guidance on how to enrol will be made available on the 'Member Development Resources Page' of MemberNet under the 'E-learning Training Topics' section.

(** Section 7 of the Measure does not apply to the Executive Leader. However, the Local Government Measure guidance acknowledges that 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).

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Implementing the Strategy

It is fundamental to its success that all Members take a leading role in its delivery and willingly participate with the requirements of the Strategy.

The Member Development Champion (the Chairman of the Democratic Services Committee) and the Democratic Services Committee in consultation with the Head of Democratic Services will oversee the implementation of this Strategy and agree and review training and development activities for Elected Members and Co-opted Members by:

- Ensuring that Member Development continues to be part of the overall mainstream organisational activity.

- Providing advice on Members' Support Services, particularly Member Development.

- Co-ordinating the Member Development Programme.

- Promoting Member Development throughout the organisation, including identification of joint Member and officer activities.

- Working collaboratively with Directors and Heads of Service and with other partners in the identification and delivery of activities.

- Monitoring progress against the Strategy's objectives and the implementation of Members' training, support and development more widely; and

- Monitoring the requirement for each Member to be asked to complete an evaluation form after each course or training event.

- Providing all Members access to E- Learning topics via the All Wales Learning Academy and the Council's own iDev learning portal (where applicable).

All Member training and development activities provided because of this Strategy will:

- Be secured from appropriate training providers or facilitators from within or outside the Authority.
- Respond to the needs of Members for method and style of delivery; and

- Be provided taking in to account the principles of the Council's Equality of Opportunity Policy and be arranged at convenient times and locations.

All Members should:

- Identify their own development needs and proactively seek out development opportunities to meet them.

- Attend the mandatory induction programme post Local Government Elections and any subsequent By Election and follow-up refresher training and development in core areas, for example Code of Conduct, Finance, Planning, Licensing and Equalities and Diversity.

- Help others to develop through informal mentoring, sharing of learning and so encourage the development of a culture whereby learning and development is regarded as a component of the ongoing success of the Council.

Members should have regard to the Various Member Role Descriptions and Person Specifications which have been agreed by the Council and which can be found at: https://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Committee%20Information/Constitution/June-2018/Section-24.pdf

Political Group Leaders will have a particular responsibility to ensure that their Group Members engage fully in the Member Development process especially with all mandatory training elements; recognising shortcomings and proactively seeking out training opportunities. They will also ensure that any Members within their respective group who are in receipt of a Senior Salary undertake an annual review of their development / training requirements.

The Local Government and Elections Act also places new responsibilities on Political Group Leaders with a new duty to promote and maintain high standards of conduct by Group Members in accordance with the Local Government and Elections (Wales) Act 2021.

Strategic Directors and Heads of Service will be required to:

- Identify key strategic activities that require Member Development.
- Provide briefings to Elected Members and Co-opted Members on key areas of service delivery and development and on emerging themes and Council priorities. This is particularly relevant in regard to statutory work programme for the Cabinet Members and separately, Scrutiny Committee work programmes
- Issue Members with an evaluation form for any Member Development session held within their respective service area and results shared with the Head of Democratic Services to inform future Member Development programme planning; and
- Inform Democratic Services of such activities who will maintain a central record for audit purposes.

The Head of Democratic Services will:

- Oversee that Personal Development and Review interviews are undertaken in respect of all Members who are in receipt of a Senior Salary.

- Afford all non-Senior Salary Members the opportunity of undertaking an annual Personal Development Review interview.

- Identify Member Development requirements and draw up and facilitate / deliver a Member Development Programme accordingly and

- Keep under review the Member Development Strategy and ongoing Member Development Programme, including periodic reports to the Democratic Services Committee.

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Member Development Programme

Activities will be developed and delivered through the following channels:

- An Induction Programme for new Members and Co-opted Members;

- Specific sessions on core areas for all Members following Council elections and subsequently, as appropriate in the light of any major changes (e.g. as the result of significant new legislation);

- Informal Mentoring opportunities are offered for newly Elected Members within each respective political group;

- Personal support for Members in developing their individual action plan and identifying priorities for their development; and

- Member Development Programme of knowledge and skills development activities.

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Core Principles

The following principles will govern the Council's approach to Member Development:

- In order for Member Development to meet the needs of Members/ Co-opted Members, the process needs to be approved, championed, owned and led by Members themselves.

- Member Development must be considered as a continuous and evolving process.

- The Strategy will be informed by the offering / undertaking of annual Personal Development Interviews for all Members and the production of associated Training Needs Analyses.

- All newly elected Members/ Co-opted Members will be properly inducted into the Council and their roles.

- All Elected Members and Co-opted Members will have the opportunity to benefit from Information Communications Technology (ICT) to assist them in their role and development.

- The provision of training and development will balance the needs of the Council itself, its stated corporate priorities and the individual and group needs of Elected Members and Co-opted Members.

- The learning programme will consider individual and group needs and all Members' preferred learning styles and where appropriate utilise E-learning modules; and

- Where possible, active consideration will be given to the delivery of training on a collaborative regional basis.

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Key Themes

There are four key themes that will continue to run through the Member Development Programme -

(i) **Core Knowledge and Skills**

Areas covered will include:

- Democracy and Governance, i.e. how Council decision-making works and organisational awareness.

- Code of Conduct and Probity.

- the legal / constitutional framework.

- Welsh Language, Diversity and Equality.

- ICT Skills

- the Role of Councillors, including as a corporate parent.

- Local Government Finance and Financial Responsibilities; and

- Customer relations orientation.

(ii) **Corporate Development**

This element of the Programme will include issues such as:

- Community Leadership and Partnership Working.
- Community Engagement.
- Strategic Planning.
- Audit and Risk Management.
- Performance Management.
- General Data Protection Regulations (GDPR) and Freedom of Information (FOI); and
- Dealing with Complaints.

(iii)   Service Specific Issues

This includes briefings / seminars on the work of individual departments and issues emerging affecting specific service delivery.

(iv)   Council and Committee Issues

There will be a number of issues relevant to Councillors as Members of specific Committees, for example:

- Planning matters.
- Licensing matters.
- Standards Committee issues.
- Audit and Governance Committee Responsibilities.
- Development Skills – Scrutiny
- Development Skills – Executive.
- Sitting on Appeals.
- Chairing.
- Rules of Debate.
- Questioning.
- Media Skills; and
- Personal safety and safer working.

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Information and Communications Technology (ICT) Support and Training for Elected Members

All Members will be provided with the appropriate hardware devices and software applications to enable them to carry out the roles effectively and efficiently as Elected Members. The specific specifications of those hardware devices and software applications will be appropriate at the time of purchase. However, laptops will be supplied with Windows operating systems and mobile phones will be supplied with Android operating systems as standard.

All Council buildings broadcast the corporate wi-fi computer network (Lupus) and physical data outlets are located throughout the buildings to enable a wired connection to the computer network if required via their corporately supplied laptops. All Members can access the Council's network from their homes and anywhere where they can connect to the mobile phone network (4G/5G). Members can also access their emails, Teams chat and video calls, and files and documents on their smart phones.

Multi-Function Devices (MFD) (printers and photocopiers / scanners) are located in all Council buildings; any of which can be used by Members by swiping their ID cards on the MFD.

The Council's Organisational Development Team offer training to Elected Members that is tailored to their individual requirements. An ongoing training programme is available, (ostensibly online via iDev, although some face-to-face training will be available on request), which is designed to maintain all Members' familiarity with the ICT hardware (laptops and mobile phones) and software applications they have been provided with. The training offered will mainly be focussed on how to effectively and efficiently use the Office 365 suite of software applications such as Outlook to manage emails and calendar appointments, Teams to participate in video conferencing and instant messaging, and InTune which provides the Office 365 suite of products on the mobile phone provided.

Bring your own device (BYOD) for mobile phones is currently being piloted, where colleagues are testing access to their emails, calendars and Teams on their personal mobile phones. This will be offered to Members as an alternative to using Council supplied mobile phones pending the outcome of the pilot.

ICT provision for Members will be reviewed on a regular basis and particularly before a new intake of Members following an election.

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Officer Support for the Strategy

Member Development and support will be co-ordinated by the Managing Director, in liaison with the Head of Democratic Services. Specific support will also be provided by Directors and Heads of Service and the Principal Democratic and Scrutiny Services Officer. The Member Development Programme will be monitored by means of reports to the Democratic Services Committee.

The Chairman of the Democratic Services Committee, together with relevant officers, will also attend meetings of the all-Wales Member Support Officers' / Members' Network.

April 2021

MEMBER INDUCTION AND TRAINING 2022

Essential Training (Mandatory)	Desirable Training (Non Mandatory)
Market Place Induction Sessions	Introduction to the Council and local Corporate Governance
Ethics and Standards	Corporate Plan
Licensing (for Licensing Committee Members)	Rules of Debate
Planning (for Planning Committee Members)	Introduction to Licensing
Introduction to Standards (for Standards Committee Members)	Planning for non-Planning Committee Members
Scrutiny Chairing Skills (for Chairmen and Vice-Chairmen of Scrutiny Committees)	Introduction to the Healthy Living and Social Care Scrutiny Committee (during 1st formal meeting)
General Chairing Skills (for Chairmen and Vice-Chairmen of Committees other than Scrutiny)	Introduction to Learning and Culture Scrutiny Committee (during 1st formal meeting)
Governance and Audit Committee (for Audit Committee Members and those appointed as Chairmen or Vice-Chairmen of other Committees)	Introduction to the Voluntary Sector Joint Liaison Committee (during 1st formal meeting)
Finance	Shared Regulatory Services (during 1st formal meeting)
Treasury Management (for CPR Scrutiny Members and Governance and Audit Committee)	Introduction to Environment and Regeneration Scrutiny Committee (during 1st formal meeting)
General Data Protection Regulations (GDPR)	Introduction to Corporate Performance and Resources Scrutiny Committee (during 1st formal meeting)
Equalities and Diversity (Socio Economic Duty)	Introduction to Community Liaison (during 1st formal meeting)
Corporate Parenting and Safeguarding/Social Services and Wellbeing Act	Introduction to Democratic Services Committee (during 1st formal meeting)
	Personal Safety and Self Care
	Member Development EXPO Event
	Questioning Skills

	Appointments, appeals and interview skills
	Community Leadership and Casework
	Violence Against Women and Domestic Violence

A Development Framework for Councillors in Wales 2021

This framework outlines the knowledge and behaviours required by Councillors in Unitary Councils in Wales.

It has been developed by Councillors and officers working with the WLGA.

It will be useful for Councils when providing support and training for members and for Councillors to identify their priorities for continuing personal and professional development.

It is not intended to be exhaustive or prescriptive, it can also be locally adapted to reflect the priorities of different Councils. The competencies described reflect those that Councillors will develop within the role rather than those required to stand for office.

The Framework fits with the *Wales Charter for Member Support and Development*. The Charter provides Councils with a structure for local self-assessment and provision of member development, this framework provides a suggested content for that development.

The framework also fits with the WLGA model role descriptions and the induction curriculum for new members. It takes account of legislative requirements for members including those set out in the Local Government (Wales) measure 2011 and the Local Government and Elections (Wales) Act 2021.

Using the Framework

The Framework includes a range of generic competencies required by all Councillors and separate sections for specific roles on the Council.

For each theme, the framework sets out the information that Councillors need to know, understand, and be able to do (knowledge and skills), together with examples of how they should act (behaviours).

Part A will be useful for all Councillors. **Part B** should be used selectively depending on additional specialist roles.

Part A - Relevant to All Councillors

Fundamentals: A range of general skills required by all Members

REF	Requirement	Knowledge and Skills	Effective Behaviours
A1	**Understanding the role of the Councillor**	The extent and limits of a Councillor's individual responsibilities, and the powers and responsibilities required for governing the Council.	Undertakes the member role effectively in the Council, the community and with partner agencies. Acts proactively to deliver outcomes. Understands when it is and is not appropriate to act for the Ward or in the interests of the whole area.
A2	**Understanding the role of the Local Authority**	The services delivered by or on behalf of the Council both statutory and discretionary, and the policies, procedures, plans and strategies which underpin them. The division of responsibility between the different tiers of government, the voluntary and health sectors. Collaboration between Local Authorities, different sectors, organisations, and the public.	Works within the scope of the work of the Council and represents this appropriately to the public. Contributes to the development of Council plans and strategies and takes decisions in the light of these. Works collaboratively with other public service delivery agencies and the public.
A3	**Conduct**	The ethical framework that Councillors must work to. The Code of Conduct. The role of the Monitoring Officer, Standards Committee, Local Resolution Protocol. the role of and guidance from the Public Services Ombudsman for Wales.	Always abides by the Code of Conduct. Always declares and defines interests when necessary. Seeks advice from the monitoring officer when necessary.
A4	**Corporate Governance**	The principles of good corporate governance. How the Council understands and meets the needs of the community ethically, responsibly, and efficiently. The Council's Code of Corporate Governance and approach to risk. The Public Participation Duty to encourage local people to participate in decision making. The decision-making and accountability structure of the Council, including the role and value of Scrutiny. The role of, and relationships between, Cabinet, Scrutiny, Full Council, Regulatory and other committees. Joint working between Councils and sectors. Structures including Growth Deals and Corporate Joint Committees.	Acts effectively across a range of Council roles, supporting good corporate governance through seeking the views of the public, taking or scrutinising decisions ethically, and ensuring services are delivered responsibly and efficiently.

A5	Equalities and Diversity	Respect for others and taking decisions based on the principles of equality. Unconscious Bias. The need to take account of the protected characteristics of individuals, - sex, race, religion, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity and sexual orientation, in all aspects of Council and community work. The needs and views of those who are socio economically disadvantaged. Equalities and diversity law relating to the work of the Council and the role of the Councillor.	Demonstrates equalities values in personal behaviour and Council actions. Takes account of the needs of all members of society. Acts within equality and diversity law. Challenges inappropriate behaviour. Acknowledges and compensates for personal bias.
A6	Civility	Respectful behaviour and what constitutes abuse, harassment, and bullying.	Always treats everyone, officers, members of the public and other members with absolute respect, whether in the Council, community, or political group. Both face to face, in correspondence and on social media. Challenges inappropriate behaviour in others. Supports those suffering abuse, harassment, or bullying.
A7	Balancing Council and community expectations and responsibilities	The distinct responsibilities of a Councillor as a member of a corporate body and as a representative of a Ward.	Takes decisions relating to the Council or Ward ethically. Manages both community and Council expectations through effective communication.
A8	Audit inspection and regulation	The role of the Audit, Inspection and Regulatory bodies and associated Council processes.	Engages effectively with the audit, inspection and regulatory process within the Council, using this information to take decisions, monitor performance, constructively challenge and support the affected services.
A9	Work life balance	Time management principles including prioritisation and delegation. Management of information.	Maintains an effective balance between Council, personal life, and other work commitments. Managing the time available for Council work to concentrate on the issues with the most significant outcomes.

A10	**Self-Care**	Well-being, including stress management and personal resilience.	Maintains an awareness of the impact that being a Councillor can have on wellbeing. Seeks support and assistance before pressures become stress.
A11	**Information and data handling and management**	Understanding and interpreting information and data. Handling confidential information. Freedom of Information legislation. Understanding the role of a Councillor as a data handler or controller.	Uses and interprets data to take decisions and monitor and assess performance. Acts competently as a data controller or data handler in different contexts when acting on behalf of the Council or in a community leadership role.
A12	**ICT skills**	Ability to use all 'Office' applications. Email, Word, PowerPoint, Excel. Proficiency in remote working and attending meetings electronically. Standard IT troubleshooting.	Conducts Council business and community engagement electronically and remotely as a default approach. Using face to face when possible or more appropriate.
A13	**Social media skills**	Ability to use Social Media through different platforms and Apps. Appreciation of what content is appropriate. Council Social Media Use policy. Guidance from Council comms teams.	Maintains an effective, positive, and ethical online presence in line with the Council's Social Media Policy.
A14	**Meeting preparation and participation**	Multi-location meetings, remote, hybrid or face to face. Standing Orders, meeting protocols and etiquette, rules of debate. Public speaking, debating, and asking questions.	Participates effectively in formal and informal meetings both remotely and face to face. Prepares effectively for meetings by reading reports and analysing data. Undertakes personal research and participates in any pre meetings. Contributes to positive meeting outcomes by seeking tangible decisions or actions. Effectively contributes to meetings making points clearly and succinctly. Remains focussed on the business in hand. Understands and applies meeting 'rules'. Seeks guidance from officers and Group Leaders before meetings as appropriate.
A15	**Working with the media**	Building relationships with the Media Interview skills for TV, radio, the press and online media.	Is a recognised source of credible information for the Media. Speaks confidently, authoritatively and appropriately in interviews.

			Enhances the reputation of the Council when appearing on screen or in print.
A16	**Self-promotion**	Developing a profile in the community through local activities and effective communication and consultation.	Reports on achievements and activities. Is highly visible in the community. Maintains a high standard in both personal reputation and that of the Council.
A17	**Working with officers**	The role of officers generally and the 'rules' they need to abide by including a deeper understanding of the role of senior officers such as the Chief Executive, Senior Management Team, Monitoring Officer and Heads of Finance, Legal and Democratic Services. Skills in acting as a corporate employer. Understanding of the appointments process and interviewing skills.	Maintains professional relationships with officers, recognising boundaries and abiding by the Member Officer Protocol. Acts as an effective member of an appointment panel, applying sound HR and equality and diversity principles to make appointments.
A18	**Personal safety**	How to protect yourself in the Council, in the community, when travelling and at home and online. Including when lone working, in surgeries or meeting with residents.	Acts proactively to take necessary safety measures. Does not put themselves in harm's way. Asks for support from the Council or Police whenever necessary.
A19	**Support for members**	The importance of continuous learning. The sources and materials for Councillors' professional development available from the Council. Salaries and allowances. Job sharing opportunities. Family absence.	Proactively seeks out learning and development opportunities. Receives personal development reviews. Identifies support and development needs. Participates in all relevant learning opportunities. Claims allowances and salaries to which they are entitled.
A20	**Financial capability**	Where Council funding comes from. Financial planning and budget setting. Personal financial skills. The impact of Welfare Reform, Brexit, Austerity and Covid including the vulnerable and those with protected characteristics.	Engages effectively in the budget setting process. Is prepared to take hard, evidence-based decisions. Demonstrates skills in numeracy when interpreting data and asking questions.
A21	**Interpersonal skills**	Self-awareness, and skills in self-management, "good manners" respect. Emotional Intelligence, listening, negotiation, conflict management and mediation skills.	Acts in a professional and respectful manner to all people and in all places. Is self-aware and able to develop and manage relationships both within and outside the Council. Brokers relationships and manages conflict in the

REF	Requirement	Knowledge and Skills	Effective Behaviours
			community and Council and between the two.
A22	**Corporate Parenting**	The role and responsibilities of the Councillor as a Corporate Parent.	Takes appropriate corporate responsibility for the welfare of looked after children, actively seeking appropriate information on their situation and progress but not becoming involved in individual casework.
A23	**Sustainability**	The requirements of the Wellbeing of Future Generations Act. Including the goals for sustainability and the ways of working to meet them.	Works collaboratively and makes decisions with others to make sure that the needs of future generations as well as the current population, are considered. Seeks to prevent any problems happening in the first place.
A24	**Safeguarding**	The legal requirements, and the responsibilities placed on authorities and individual Councillors to protect children and vulnerable adults at risk of abuse, including reporting mechanisms.	Is vigilant, and acts to make sure that children and vulnerable adults are protected from abuse, taking decisions and reporting incidents.

Local Leadership. A range of skills required by all Councillors in their role as community leaders

REF	Requirement	Knowledge and Skills	Effective Behaviours
A25	**Working with the community**	Contacts for local community groups and leaders. Community issues and concerns. Council plans which impact on local issues.	Understands the needs of the local community. Makes sure that the Council acts on behalf of local people. Communicates with the community, individuals, and the Council to ensure engagement and understanding of all parties. Works with the community and the Council to find solutions to local problems. Secures funding for local initiatives.
A26	**Consultation and engagement**	The Public Participation Duty. The local Public Participation Strategy. Different approaches to engagement ranging from communication to co-production set out in the national principles of engagement for Wales. http://www.participationcymru.org.uk/national-principles	Demonstrates positive outcomes because of their effective engagement. Uses a range of communication and consultation tools including social media to understand the needs and views of the community. Works within the national principles of engagement.

REF	Requirement	Knowledge and Skills	Effective Behaviours
A27	**The Voluntary Sector**	The role, responsibilities, services provided and contacts for the voluntary sector in the area.	Works with voluntary sector organisations. Signposts local people to voluntary agencies who can help them.
A28	**Working with Community and Town Councils**	The responsibilities of Community and Town Councils, the role of their members. contacts for the Clerk and their forward work programmes. Services transferred or to be transferred to Community Councils.	Works with Community Councils to deliver outcomes for the community. Fosters positive relations and active communication with the members of the Community Council and the Clerk.

Casework on behalf of the public

REF	Requirement	Knowledge and Skills	Effective Behaviours
A29	**Being accessible to the public**	Understanding of, and ability to arrange and publicise opportunities to discuss casework with the public.	Makes themselves available through the most useful means to connect with the greatest number of people. Uses surgeries, street surgeries, informal settings, and social media as appropriate. Takes steps to ensure personal safety. Promises only that which can be delivered.
A30	**Managing casework**	The availability and use of case management techniques and software. The officers that can help. Council procedures to support Members with casework.	Responds promptly to requests for help. Keeps the people on whose behalf they are working informed of progress. Monitors progress of cases after they have been referred to officers or other agencies. Uses the established referral schemes within the Council.
A31	**Signposting**	Sources of information and advice within and outside the Council of use to all community groups.	Makes links between members of the public and the appropriate source of help in the Council or in the community.

Partnership and representation

REF	Requirement	Knowledge and Skills	Effective Behaviours
A32	**Work on outside bodies**	The capacity in which Members are appointed. For example, Council representative, locality representative, or as an individual. Whether you are a trustee. The role of the outside body. Its status for example company, trust, charity,	Reports to and from the Council and outside body as appropriate. Represents the views of the Council, personal views, or that of the community effectively and appropriately according to the

		unincorporated association. The relationship between the Council and the body and any conflicts of interest.	role. Engages in briefing and training provided by outside bodies. Operates within the relevant Code of Conduct.
A33	**Working as a school governor**	Education policy. School organisation. The remit of a governor. Principles of conduct for governors. See also School governance | Sub-topic | GOV.WALES	Oversees the school performance. Challenges the school management as a critical friend. Takes part in governor training.
A34	**Working as a member of a Community or Town Council**	Community Council governance. The role of the Community Council and its limits. Transfer of assets and services. Protocols between Community or Town Councils and Unitary Councils. See also The Good Councillors Guide - One Voice Wales	Contributes to the governance of the Community or Town Council. Makes links between the Community Council and Unitary Council, Takes part in Community Council training.

Working in the Political environment

	Requirement	Knowledge and Skills	Effective Behaviours
A35	**Party policy (if a party member)**	Awareness of values and manifestos both nationally and locally.	Balances the needs of local people, Party, Group and Council
A36	**Liaison with the UK Government, Welsh Government and the Senedd**	Understanding of the functions of the different tiers of government and methods of engagement.	Liaises with local MPs and MS. Brings local issues to the attention of the WG when appropriate.
A37	**Party Group membership**	Party rules and constituency group structure and policies.	Works effectively and respectfully with Party Group members and officials.
A38	**Group discipline**	Understanding of the behaviours and conduct required of a group member	Works according to the standards of behaviour required by the Group Leader.

Part B – Relevant to Councillors undertaking these specialist roles.

Scrutiny

REF	Requirement	Knowledge and Skills	Effective behaviours
B1	**The role of Scrutiny**	The value of Scrutiny as an essential part of the Council's corporate governance. The role of the Scrutiny function in: Contributing to better outcomes - driving improvements in services. Better decisions - ensuring that democratic decision making is accountable, inclusive and robust. Better engagement – ensuring that the public is meaningfully engaged in democratic debate about the current and future delivery of public services.	Contributes to the development of forward work programmes. Selects topics where Scrutiny can have most impact. Promotes the work of Scrutiny within the council. Acts in a non-parochial and non-Party Political manner when undertaking Scrutiny.
B2	**Policy development and review**	General understanding of the policies, plans, services and functions in development or review.	Makes informed and evidence-based recommendations for policy development.
B3	**Holding the Executive to account**	Understanding of the remit of the Executive in general and items on the Executive Forward Work Programme. Processes for the constructive challenge of Executive decisions and when and how to use the power to call in decisions.	Monitors and constructively challenges the decision-making process of the Executive, in the best interests of the community.
B4	**Monitoring performance**	Interpreting data, financial information. Risk, reports from audit, inspection and regulatory bodies, and other information required for performance measurement.	Identifies and challenges poor performance based on evidence, to improve services.
B5	**Individual Scrutiny skills**	Data handling and research. Meeting preparation for formal and informal scrutiny meetings and groups. Contributing to questioning strategies and asking questions. Active listening.	Prepares thoroughly for every Scrutiny activity and meeting by reading reports, preparing lines of enquiry and undertaking personal research. Contributes to questioning strategies and asks relevant, effective questions. Actively seeks outcomes for every Scrutiny activity.

REF	Requirement	Knowledge and Skills	Effective Behaviour
B6	**Engaging the public in Scrutiny**	<mark>How the Public Participation Duty, to encourage local people to participate in decision making is supported by Scrutiny.</mark> Appropriate local individuals and organisations who can contribute to the work of Scrutiny, especially those traditionally excluded.	Raises public awareness of the work of Scrutiny and work programmes. Encourages the public to become involved in the policy and decision-making process through Scrutiny.
B7	**Collaborative Scrutiny**	Joint Scrutiny - Understanding of the remit and terms of reference of any joint Scrutiny committees. Scrutiny of joint arrangements - the role, responsibilities and accountability of regional bodies, partnerships and organisations outside of the Council which are subject to Scrutiny.	Seeks outcomes from effective joint working with scrutiny members from other authorities, partnerships, and organisations.

Chairing

REF	Requirement	Knowledge and Skills	Effective Behaviour
B8	**Committee leadership**	An in depth understanding of the role of the committee and its scope. Ability to liaise with relevant officers, members, and agencies. Commitment to enabling all committee members to develop skills and participate effectively in meetings.	Promotes the work and value of the committee in the Council and to the public. Works with the committee outside of meetings to make it work more effectively. Communicates with members and officers with an interest in committee proceedings. Builds relationships with the relevant Heads of Service/ Directors to ensure that the work of the committee is relevant, well informed and provides the outcomes needed.
B9	**Work programme development and management**	The subjects within the scope of the committee and how these interact with Council policies generally and the roles of other committees. Any Council and community priorities which should inform the work programme.	Works with officers and committee members to develop the work plan. Ensures that the work programme takes account of The Executive Work Plan, risks to the Council, other committee programmes, national, regional and local plans and policies, and the expressed needs of the community for services.

			Makes sure that the committee uses reports from audit, inspection and regulatory bodies.
B10	**Meeting preparation and management**	<mark>Meeting management in a variety of settings and using different channels for physical, hybrid and remote meetings.</mark> <mark>Broadcasting.</mark> Meeting protocols and the rules of debate. Agenda management including fair contributions and time. Public and press participation.	Chairs act clearly and authoritatively to enforce meeting rules and encouraging fair and focussed participation. Manages the agenda by introducing items, summarising debate, focussing on outcomes and limiting contributions which do not contribute to the outcomes. Ensures that the public feel welcome, understand the meeting purpose and how they can contribute.
B11	**Committee support**	The support, appropriate level and variety of information and finances the committee needs to function effectively.	Negotiates and ensures the support required by the committee.

Serving on statutory/regulatory committees

REF	Requirement	Knowledge and Skills	Effective behaviours
B12	**Planning**	Statutory role of the committee. Planning and rights of way law generally. How to apply the Code of Conduct to planning issues. Declaring interests in Planning. Local Development Planning. Development Management. Sustainable Development principles and legislation including environmental, welfare, future generations, and design considerations. The respective roles of Welsh Government and Local Authorities. Environmental impact assessment in a planning context.	Demonstrates objectivity by taking independent decisions based on evidence and the legal responsibility placed on committees acting in a semi-judicial role. Transparently adheres to the Code of Conduct. Seeks appropriate professional officer advice, personal development or briefing before taking decisions.
B13	**Governance and Audit**	<mark>Statutory role of the committee. Effective Governance and performance management. The Council's and national performance reporting frameworks. Complaint handling in the Council. Scrutiny of financial performance. Risk Management and the local Risk Management Strategy. The Annual</mark>	

REF	Requirement	Knowledge and skills	Effective behaviours
		Governance Statement Internal and external audit arrangements. The relative roles of Audit and Scrutiny committees.	
B14	**Licensing**	Licensing regulations and Licensing policy. Local policies which impact in this area such as the Community Plan and wider considerations for sustainability.	
B15	**Democratic Services**	The legislative requirements for a Democratic Services committee. National and local requirements for member support and development. Role of the Head of Democratic Services/Monitoring Officer (if separate). Role of and collaboration with the Lead Member/Champion for member support and development. Diversity in Democracy.	
B16	**Standards**	The law and constitution in relation to conduct. Local resolution protocols. Needs of both County Council and Town and Community Councils for Training in relation to the Code of Conduct. Member behaviour, dealing with reports from Group Leaders and annual reporting	

Executive Members

REF	Requirement	Knowledge and skills	Effective behaviours
B17	**Collective responsibility**	Developing a collective vision for the Council. The Executive role in enabling public participation within the Public Participation Strategy. Information, good practice and evidence sourcing and handling. Taking decisions collectively. Prioritising issues of most importance to the Authority. Working with other authorities and agencies to secure services for the Council. Working effectively and constructively with the senior management team and Chief Executive.	Works collaboratively to develop the vision for the Council. Ensures the participation of the public in the decision-making process. Takes effective strategic decisions. Ensures the best possible performance of the Council. Guides and enables the performance of the Chief Executive and Senior Management Team.

B18	**Portfolio lead**	A thorough knowledge of local and national policy relating to the relevant service areas. Effective and respectful joint working with relevant lead officers and Scrutiny chairs. Developing a vision for the portfolio. Integrating the work of the portfolio with the wider Executive programme. High level media skills	Provides political direction to officers in the portfolio area. Is publicly accountable for communication, policy, and performance in the portfolio area. Works with officers to consider issues, priorities and take decisions. Represents the Council in the media
B19	**Working with Scrutiny**	Valuing and working constructively with Scrutiny, to ensure that the Executive is demonstrably accountable for decisions and takes and reviews decisions which have been rigorously scrutinised.	Actively seeks and values the input of Scrutiny to policy development and performance monitoring.
B20	**Delegated responsibilities**	The scheme of delegation and process for taking responsibility for decisions under the scheme.	Takes decisions after appropriate research and consultation.

Council Leadership

REF	Requirement	Knowledge and Skills	Effective Behaviours
B21	**Promoting and managing the reputation of the Council**	Acting as an ambassador for the Local Authority.	Effectively represents the Council, ensuring that information about the Council and its services and citizens is communicated positively and with authenticity and integrity.
B22	**Leading the vision for the area.**	Development of a vision for the Council area or wider region.	Works collaboratively with the community, members, officers and Political Party (if a member) to create and communicate a shared vision for the area.
B23	**Leading the Council**	Develop a vision for the work, culture and outcomes sought by the Council. Senior Corporate Governance	Works collaboratively with the community, members, officers and Political Party (if a member) to create and communicate a shared vision for the Council. Oversees the delivery of effective corporate governance in the Council.
B24	**Relationships with the Chief Executive and Senior Management Team**	Advanced communication and relationship building. Understanding of and empathy for the work of the Chief Executive and Senior Officers.	Meets and communicates openly and regularly. Makes expectations clear and provides political leadership. Undertakes performance

		Performance management and appraisal of chief officers.	reviews with senior officers as appropriate.

Civic Leadership

REF	Requirement	Knowledge and Skills	Effective Behaviours
B25	**Chairing Full Council**	Advanced chairing skills. In depth understanding of standing orders and rules of engagement. Remote, hybrid and physical meetings. Broadcast meeting skills.	Effectively and confidently chairs meetings of the full Council through a range of channels. Sets standards and expectations for appropriate behaviour.
B26	**Representing the Council at Civic functions**	Tact and diplomacy. Advanced public speaking Relationship building.	Demonstrates high level interpersonal communication, and social skills, appropriate to the context.

Framework Member Role Descriptions and Person Specifications

2021

Welsh Local Government Association

The WLGA's primary purposes are to promote a better local government, its reputation and to support authorities in the development of policies and priorities which will improve public service and democracy.

It represents the 22 local authorities in Wales with the 3 fire and rescue authorities and 3 national park authorities as associate members.

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 and Overview and Scrutiny Chair.

These role descriptions are designed to be used alongside the Welsh [Member Development (Competency) Framework](#) which describes the skills knowledge and behaviours required of Councillors

This document has been produced collaboratively by the Welsh local Government Association, working with members and officers from all the authorities in Wales. It takes account of all the UK and Wales legislation affecting the role of members, including, most recently, the Local Government and elections (Wales) Act 2021.

Please contact Sarah Titcombe, Policy, and Improvement Officer (Democratic Services) WLGA. Tel 029 2046 8638 or e mail sarah.titcombe@wlga.gov.uk

Contents

Role description   **Page**

<p style="text-align:center">Elected Member Role Description</p>

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 be vigilant and do everything possible to protect adults and children at risk from abuse.
- 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 take corporate responsibility for the protection of vulnerable children and adults
- 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, the public and other members of the Council.
- To adhere to the Member's Code of Conduct, member/officer protocols and the highest standards of behaviour in public office
- To have regard to the requirements of the Group Leader (where one exists) in matters of conduct and behaviour.
- To promote equalities and diversity

Personal and role development

To actively identify individual needs and 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

<p style="text-align:center;"><strong style="color:#C00000;">Leader (and Deputy) Role Description</p>

1. Accountabilities

- To Full Council
- To 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 regards 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 agree objectives with Cabinet Members and monitor progress.
- 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.

<p align="center">**Cabinet Member Role Description**</p>

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 agree objectives with the Leader and report progress.
- 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.

1.Accountabilities

- To 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.

<center>**Chair of Democratic Services Committee Role Description**</center>

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 o Appointing sub committees and chairs of subcommittees to undertake functions delegated by the committee.
▪ Considering reports prepared by the Head of Democratic Services o 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 o 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 Democratic Services 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 the committee

▪ 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, when receiving and responding to professional advice on the Code of Conduct
▪ To demonstrate independence, integrity and impartiality in decision making which accords 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, lay members and co-opted members
▪ Assisting all members in their observance of 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 and 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.
▪ Developing and applying any local resolution protocols
▪ The exercise of these functions (above) in relation to community councils and the members of those community councils
▪ Working with Political Group Leaders to promote and maintain high standards of conduct by the Group members
▪ Monitoring compliance by Leaders of Political Groups with their duty to take reasonable steps to promote and maintain high standards of conduct by members of the Group and advising, training or arranging to train the Leaders of Political Groups about these duties**. (From May 2022)**
▪ Making an annual report to the Authority **(first report due in respect of the 2022/23 financial year, as soon as possible after year end)** describing how the committee's functions have been discharged during the financial year. The report may include any matter within the functions of the committee. The report must include:

- How the committee has discharged its legal duties, particularly, how the committee has monitored the compliance of Group Leaders with their duties to take reasonable steps to promote and maintain high standards of conduct by members of the Group and the work of the Committee in advising, training or arranging to train the Leaders of Political Groups about these duties.
- The degree of compliance of Group Leaders with their duty to take reasonable steps to promote and maintain high standards of conduct by members of the Group

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

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 her/his own role by adhering to the Code of Conduct and other constitutional and legal requirements
- To promote and support good governance by the Council
- **To contribute to the role of the Standards Committee in effectively fulfilling its functions and to support the Committee Chair by:**

- Promoting and maintaining high standards of conduct by Councillors, lay members and co-opted members
- Assisting Councillors, lay members and co-opted members in their observance of 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, lay members and 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
- Contributing to the development and application of any local resolution protocol
- The exercise of these functions (above) in relation to community councils and the members of those community councils
- Working with Political Group Leaders to promote and maintain high standards of conduct by the Group members
- Monitoring compliance by Leaders of Political Groups with their duty to take reasonable steps to promote and maintain high standards of conduct by members of the Group and advising, training or arranging to train the Leaders of Political Groups about these duties**. (From May 2022)**
- Making an annual report to the Authority **(first report due in respect of the 2022/23 financial year, as soon as possible after year end)** describing how the committee's functions have been discharged during the financial year. The report may include any matter within the functions of the committee. The report must include:

- How the committee has discharged its legal duties, particularly, how the committee has monitored the compliance of Group Leaders with their duties to take reasonable steps to promote and maintain high standards of conduct by members of the Group and the work of the Committee in advising, training or arranging to train the Leaders of Political Groups about these duties
- The degree of compliance of Group Leaders with their duty to take reasonable steps to promote and maintain high standards of conduct by members of the Group

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 Governance and 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 according to legal, constitutional and policy requirements
- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
- To comply with the authority's Code of Conduct
- To work according to the Terms of Reference for the Committee
- To work with senior officers of the authority including the Chief Financial Officer and Head of Internal Audit (or equivalent), to agree the forward work programme and to set agendas for the Committee.
- To work with other members of the authority to ensure that the work of the Committee is communicated to and aligns with that of the Cabinet, Standards and Scrutiny functions whilst maintaining appropriate independence.
- To promote the role of the committee within the authority.
- To report as required to Council
- To participate in and contribute to training and development required for the role
- To support committee members to develop the skills required for the role.
- To lead the committee in responding to any recommendations made by the Auditor General for Wales

Leading the Committee in its role in reviewing and scrutinising the authority's financial affairs

- Make reports and recommendations in relation to the authority's financial affairs
- Oversee the authority's internal and external audit arrangements
- Work with internal and external auditors
- Review the financial statements prepared by the authority and approve them when powers are delegated including making relevant reports and recommendations

Leading the Committee in its role in contributing to the effective performance of the authority

- Review the draft report of the authority's annual self-assessment. Make recommendations for changes to the conclusions or actions that the authority intends to take
- Make recommendations in response to the draft report of the authority's Panel Assessment (commissioned once per term **from May 2022)**

- Review and assess the authority's ability to handle complaints effectively.
- Make reports and recommendations to the authority about the authority's ability to handle complaints effectively.

Leading the Committee in its role in Reviewing and assessing the Governance, Risk Management and Control of the authority

- Review and assess the risk management, internal control, and corporate governance arrangements of the authority
- Make reports and recommendations to the authority on the adequacy and effectiveness of those arrangements
- Review and assess the financial risks associated with corporate governance, and be satisfied that the authority's assurance statements including the annual governance statement reflect the risk environment and any activities required to improve it

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

<p style="text-align:center;">**Member of Governance and Audit Committee Role Description**</p>

1. Accountabilities

- To Full Council
- To the Chair of the Committee

2. Role purpose and activity

Participating in meetings of the committee and making decisions

- To demonstrate independence, integrity, and impartiality in decision making according to legal, constitutional and policy requirements.
- To have regard to the requirements of the Chair of the Committee and the professional advice of senior officers of the authority including the Chief Financial Officer and Head of Internal Audit (or equivalent)
- To Comply with the authority's Code of Conduct
- To work according to the Terms of Reference for the Committee
- To contribute to the development of the forward work programme for the Committee.
- To promote the role of the committee within the authority
- To report as required to Council
- To respond to any recommendations made by the Auditor General for Wales
- To participate in any training and development required for the role

Contributing to the work of the Committee in its role in:

Reviewing and scrutinising the authority's financial affairs

- Make reports and recommendations in relation to the authority's financial affairs
- Oversee the authority's internal and external audit arrangements
- Work with internal and external auditors
- Review the financial statements prepared by the authority and approve them when powers are delegated including making relevant reports and recommendations.

Contributing to the effective performance of the authority

- Review the draft report of the authority's annual self-assessment and make recommendations for changes to the conclusions or actions that the authority intends to take
- Make recommendations in response to the draft report of the authority's Panel Assessment (commissioned once per term **from May 2022)**
- Review and assess the authority's ability to handle complaints effectively.
- Make reports and recommendations in relation to the authority's ability to handle complaints effectively.

Reviewing and assessing the Governance, Risk Management and Control of the authority

- Review and assess the risk management, internal control, and corporate governance arrangements of the authority
- Make reports and recommendations to the authority on the adequacy and effectiveness of those arrangements
- Review and Assess the financial risks associated with corporate governance, and be satisfied that the authority's assurance statements, including the annual governance statement, reflects the risk environment and any activities required to improve it

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

<p style="text-align:center"><strong style="color:red">Overview and Scrutiny Chair Role Description</p>

1. Accountabilities

- To Full Council
- To the Public
- To the Committee

2. Role purpose & activity

Providing leadership and direction

- To provide confident and effective management of the committee
- To promote the role of overview and scrutiny within the council, liaising effectively with officers, executive members and colleague chairs
- To promote the integral role and contribution of scrutiny within the authority's wider improvement planning and reporting arrangements
- To lead joint scrutiny activities with other authorities or organisations when required
- To champion and promote the role of Overview and Scrutiny to the public, helping the public better understand and, crucially, contribute to and engage with the scrutiny process.
- To promote the role of Overview and Scrutiny to partner bodies, helping them to understand and engage with the Scrutiny function.
- To demonstrate an objective and evidence based approach to overview and scrutiny ensuring that scrutiny inquiries are methodologically sound and incorporate a wide range of evidence and perspectives
- To follow-up scrutiny recommendations, evaluate the impact and added value of overview and scrutiny activity and identify areas for improvement
- Work closely with scrutiny support staff to drive continual improvements in scrutiny
- Assist in publicising the work of the scrutiny committee

Managing the work programme

- To develop a balanced work programme for the committee which includes pre decision scrutiny, policy development and review, investigative scrutiny, holding the executive to account, and 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, audit and regulatory reports and recommendations, single-integrated plan and partners strategic priorities and relevant community issues
- To ensure that the public are engaged in scrutiny activities by informing them about the work programme and encouraging participation
- To ensure that the work programme is delivered
- To report on progress against the work programme to Council, and others as appropriate

- To ensure that the work programme is manageable and the workload delegated and prioritised to focus on the areas of most benefit or greatest risk to the organisation.
- To ensure that task and finish/working/sub groups have clear terms of reference and deliver the required outcomes.

Leading Joint Scrutiny

- To apply the appropriate tests and criteria when deciding whether or not to undertake joint scrutiny
- To ensure that regional bodies and partnerships are held to account and that their plans are subject to scrutiny
- To develop protocols and terms of reference for joint working
- To ensure public engagement in joint scrutiny activities
- To enable the pooling of scrutiny resources for effective working and outcomes
- To ensure the equal participation and contribution from all partners as appropriate

Effective meeting management

- To plan and set agendas containing clear objectives and outcomes for the meeting
- To ensure that necessary preparation is done beforehand, if necessary, through pre-meetings, including agreeing appropriate lines of questioning
- To ensure that the approach to overview and scrutiny is impartial and that the committee meeting is conducted without political whipping (as per the Local Government (Wales) Measure 2011)
- 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 all participants have an opportunity to make an appropriate contribution
- To ensure that members of the public are able to contribute to meetings and understand the protocols for public speaking.

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 work to improve scrutiny outcomes
- To ensure that committee members have the appropriate knowledge and skills to undertake their roles and work with lead members and officers to secure appropriate 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

Scrutinising and developing policy

- To assist in the development of council policy through scrutinising of draft policies, and improvement and refinement of existing policy
- To challenge policies on a sound basis of evidence for example against legislation or local political priority
- To assess the impact of existing policy and identify areas for improvement
- To identify where new policies might be required to address forthcoming legislation

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 on the delivery of targets
- To contribute to the identification and mitigation of risk
- To investigate and make recommendations to address the causes of under performance or poor performance
- To monitor action plans or recommendations following external audit, inspection or regulatory reports
- To evaluate the validity of executive decisions and challenge decisions through call in where appropriate
- To build trust with the executive so that appropriate matters could be sent to scrutiny for a pre-decision review prior to the executive taking a final decision

Promoting the work of Overview and Scrutiny

- To promote the role of overview and scrutiny within and outside the council, developing effective internal relationships with officers and other members and external relationships with community representatives.
- To demonstrate an objective non political and evidence based approach to overview and scrutiny, by utilising a wide range of research in any work undertaken including sources of information outside the Council

- To add value to the decision making and service provision of the authority through effective scrutiny
- To be able to demonstrate where scrutiny is making a difference by its involvement

Community engagement

- To use scrutiny as a means to address community issues and engage the public in forward work programmes
- To encourage stakeholders to participate in the work of the authority
- To assist in developing locally viable and acceptable policy solutions
- To build a dialogue around priorities, objectives and performance, among communities and stakeholders
- To take a county wide perspective in dealing with issues

Participating in joint scrutiny

- To work within the appropriate terms of reference and protocols governing joint working in scrutiny
- To apply the appropriate tests and criteria when deciding whether or not to undertake joint scrutiny
- To contribute to the scrutiny of regional bodies and partnerships
- To encourage public engagement in joint scrutiny
- To work effectively with partner scrutineers from other authorities and organisations.

Meeting participation

- To make adequate and appropriate preparation for meetings through research and briefings and planning meeting strategies
- To participate in a proactive objective, informed and effective manner taking account of the Code of Conduct, Standing Orders and other constitutional requirements
- To demonstrate effective scrutiny inquiry skills in questioning, listening and information handling
- To be non-political
- To focus on outcomes / making a difference by participation

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

<p style="color:red; text-align:center">Leader of the Opposition Role Description</p>

<p style="color:red">1. Accountabilities</p>

- To the nominating group within the constitution

<p style="color:red">2. Role Purpose and Activity</p>

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

<p style="color:red">3. Values</p>

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

<p align="center">**Political Group Leader role description**</p>

1. Accountabilities

- To the nominating Group

2. Role Purpose and Activity

Providing political leadership to the Group

- To be a political figurehead and role model for the Group
- To be the principal political spokesperson for the Group
- If in power, to provide Party Political leadership in the development of the Council's vision or policies and, if in opposition to provide constructive challenge and alternatives to the ruling Political Group's vision and policies.
- To canvass a range of views within the Political Group in the formulation of policy.
- To integrate and represent Political Group policy at a local level.
- To co-operate with other Political Groups where appropriate, particularly in matters of a non-Party Political nature.
- To chair and/or attend meetings where appointed to a representative role within the Council.
- To liaise with other local and regional representatives of the party.
- To be the representative voice of the Group for example and where applicable, in its dealings with outside organisations such as the Welsh Government or Senedd

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 and other members 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
- Encourage due regard to the Seven Principles of Public life and to civility in public life
- To participate in and encourage Group members to take part in relevant development opportunities.
- To set clear expectations of the behaviour of group members and challenge any inappropriate behaviour
- To promote diversity among Group members

- To encourage Group members to claim salaries and reimbursements due to them in accordance with the determinations of the IRPW

Duty to promote and maintain high standards of conduct by Group Members in accordance with the Local Government and Elections (Wales) Act 2021

- Take reasonable steps to promote and maintain high standards of conduct by the members of the Group.
- Co-operate with the council's standards committee (and any sub-committee of the committee) in the exercise of the standards committee's functions. Specifically, to co-operate with the Standards Committee in its duty to monitor compliance of Group Leaders with their duty under the act and in providing information for the Standards Committee's annual report.
- To participate in any training relating specifically to this duty.

3. Values

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- Tolerance and respect
- Equality and fairness
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- Consensus building

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

MEMBER AND CO-OPTED MEMBERS TRAINING ATTENDANCE SINCE ELECTIONS – MAY 2022

MANDATORY TRAINING (ALL 54 MEMBERS including 3 Governance and Audit Lay Members; 5 Independent Standards Committee Members and 4 Scrutiny Co-Opted Members)		
Ethics and Standards Elected Members – 54/54 completed Co-Opted Members – 12/13 completed **	Session 1	36 Members
		5 Co-Opted
	Session 2	14 Members
		2 Co-Opted
	Mop Up sessions completed	4 Members
		5 Co-Opted
Rules of Debate Elected Members – 53/54 completed Co-Opted Members (L&C Scrutiny & G&A) – 5/7 completed	Session 1	25 Members
		2 Co-Opted
	Session 2	17 Members
		3 Co-Opted
	Mop Up – Watched Video	11 Members
	Mop Up sessions outstanding	1 Members
		2 Co-Opted
Finance Elected Members – 41/54 completed Co-Opted Members Co-Opted Members (L&C Scrutiny & G&A) 1/7 completed	Session 1	22 Members
	Session 2	19 Members
		1 Co-Opted
	Mop Ups Outstanding	13 Members
		6 Co-Opted
GDPR	I-Dev module – Information requested from OD and Learning	

** Co-Opted TCC representative on Standards to be appointed

Equalities and Diversity Elected Members – 45/54 completed Co-Opted Members – 7/13 completed **	Session 1	28 Members
		2 Co-Opted
	Session 2	17 Members
		5 Co-Opted
	Mop Ups Outstanding	9 Members
		5 Co-Opted
Corporate Parenting and Safeguarding Elected Members – 40/54 completed Co-Opted Members Scrutiny LC only – 2/4 completed	Session 1	22 Members
		1 Co-Opted
	Session 2	18 Members
		1 Co-Opted
	Mop Ups Outstanding	14 Members
		2 Co-Opted
ESSENTIAL TRAINING FOR SPECIFIC COMMITTEES		
Planning (essential for Planning Members) Elected Members – 17/17 completed	Session 1	6 Planning Members
		2 Non Planning Members
	Session 2	10 Planning Members
		1 Non Planning Member
	Mop Ups Completed	1 Planning Member
Licensing (essential for Licensing Members) Elected Members – 15/15 completed	Session 1	5 Licensing Members
		1 Non Member
	Session 2	9 Licensing Members
	Mop Ups Completed	1 Member

** Co-Opted TCC representative on Standards to be appointed

Introduction to Scrutiny	Session 1	14 Members
		1 Co-Opted
	Session 2	14 Members
		1 Co-Opted
	Mop Ups Completed (watched video)	4 Members
		1 Co-Opted
	Mop Ups Outstanding	12 Members
		1 Co-Opted
General Chairing and Questioning Skills (essential for Chairs and Vice-Chairs	Session 1	3 Chairs/Vice-Chairs
		7 Members
		2 Co-Opted
	Session 2	5 Chairs/Vice Chairs
		4 Members
		2 Co-Opted
	Mop Ups Outstanding	9 Members
		9 Co-Opted
Scrutiny Chairing Skills	Session 1	9 Chairs/Vice-Chairs
		3 Members
	Mop Up Outstanding	1 Member

Governance and Audit (to include Chairs/Vice-Chairs)	Session 1	14 Chairs/Vice-Chairs
		1 Member
		3 Co-Opted
	Mop Ups Outstanding	11 Members
Treasury Management (include Corporate Performance and Resources. Cabinet and Governance and Audit)	Session 1	14 Members
		1 Co-Opted
	Mop Ups Outstanding	8 Members
		3 Co-Opted
Introduction to Standards Elected Members – 3/3 completed Independent Members – 5/5 completed	Session 1	3 Members
		5 Co-Opted
Public Rights of Way Elected Members – 3/5 completed	Session 1	2 PROW Members
		3 Members
	Mop Ups Outstanding	3 PROW Members
NON ESSENTIAL TRAINING (open to all Members and Co-Opted)		
Planning (Non Committee Members)	Session 1	6 Members
Licensing (Non Committee Members)	Session 1	6 Members

Introduction to the Council and Local Corporate Governance	Session 1	16 Members
		3 Co-Opted
	Session 2	12 Members
Corporate Plan	Session 1	22 Members
		1 Co-Opted
	Session 2	10 Members
Welsh Church Act Estate	Session 1	6 WCAE Members
		2 Members
	Mop Ups Outstanding	1 WCAE Member
Shared Regulatory Services	Session 1	9 Members
	Session 2	11 Members
Information Governance in Local Government	Session 1	13 Members
	Session 2	8 Members
Section 106	Session 1	13 Planning Members
		6 Members
	Mop Ups Outstanding	4 Planning Members