

SECTION 23 – MEMBER ROLE DESCRIPTIONS

The role descriptions need to be read in conjunction with the WLGA's – A Development Framework for Councillors in Wales 2021 which is attached to the Constitution

Section	Member
A1	Elected Member (to include the role as corporate parent)
A2	Chair / Vice-Chair / Assistant Vice-Chair of the Council
B1	Scrutiny Committee Member
B2	Chair / Vice-Chair of a Scrutiny Committee
C1	Regulatory Committee Member
C2	Chair / Vice-Chair of a Regulatory Committee
D1	Governance and Audit Committee Member
D2	Chair / Vice Chair of Governance and Audit Committee
E1	Standards Committee Member
E2	Chair / Vice-Chair of Standards Committee
F1	Standards Community Sub-Committee Member
F2	Chair / Vice Chair of Standards Community Sub-Committee
G1	Democratic Services Committee Member
G2	Chair / Vice Chair of Democratic Services Committee
H1	Cabinet Member
H2	Cabinet Leader and Deputy Cabinet Leader
I	Leader and Deputy Leader of the Opposition
J	Political Group Leader
K	Member Champion

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section A1 Elected Member Role Description

1 Accountabilities

- To the electorate of their ward
- To the political group
- To Full Council

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 in the ward and communities they serve
 - To represent individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally
 - To liaise with Cabinet members, other Council members, Council officers and partner organisations to ensure that the needs of the local communities are identified, understood and supported
 - 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, effectiveness and equity 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

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- To support, and adhere to respectful, appropriate and effective relationships with employees of the Council, the public and other members of the Council.
 - To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office
 - 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 participate in opportunities for development provided for members by the authority
 - To participate in initial and ongoing statutory and mandatory training
 - 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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section A2

Chair, Vice-Chair and Assistant Vice-Chair of the Council Role Description

Chair

1. Accountabilities

- Full Council
- To the public

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 Constitution
- **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
 - To promote and support the well being of Members
 - To promote effective communication between and provision of information to Members
- **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

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- 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

Assistant-Vice Chair

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section B1 Member of Scrutiny Committee Role Description

1 Accountabilities

- To the Chair of the appropriate Scrutiny Committee
- To Full Council
- To the public

2 Role purpose & activity

- To participate fully in the activities of the Scrutiny Committee, the development and delivery of its work programme and any associated task and finish groups
- **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 impact of existing policy and identify areas for improvement
 - To identify where new policies might be required to address forthcoming legislation
- **Holding the Cabinet to account, monitoring performance and service delivery**
 - To monitor the performance of internal and external providers against standards and targets including questioning of Cabinet and senior officers on the delivery of targets
 - To contribute to the identification and mitigation of risk
 - To investigate and address the causes of under performance poor performance
 - To monitor action plans or recommendations following external audit, inspection or regulatory reports
 - To evaluate the validity of Cabinet decisions and challenging 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 Scrutiny**
 - To promote the role of scrutiny within and outside the Council, developing effective internal and external relationships with officers and other members and external relationships with community representatives.
 - To demonstrate an objective non-political and evidence based approach to 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

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- **Community engagement [leadership]**
 - 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, informed and effective manner taking account of the Members' Code of Conduct, Constitution 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:

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- Equality and fairness
- Appreciation of cultural difference
- Sustainability

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section B2 Chair and Vice-Chair of a Scrutiny Committee Role Description

Chair

1. Accountabilities

- Full Council
- To the members of the scrutiny committee
- To the public

2. Role purpose & activity

- **Providing leadership and direction**
 - To provide confident and effective management of the committee
 - To promote the role of scrutiny within the council, liaising effectively with officers, executive members and colleague chairs [and outside the Council, liaising effectively both internally within the council and externally with the Council's partners]
 - 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 scrutiny ensuring that scrutiny inquiries are methodologically sound and incorporate a wide range of evidence and perspectives
 - To follow-up scrutiny recommendations
 - To evaluate the impact and added value of 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
 - To participate in the Joint Chairs meetings and the evaluation/ improvement of scrutiny
 - To participate in meetings of the Finance Scrutiny Panel
 - Attending briefing meetings
- **Managing the work programme**
 - To develop a balanced work programme of the committee which includes pre decision scrutiny, policy development and review, investigative scrutiny, and holding the executive to account, including performance monitoring
 - To ensure the programme takes account of relevant factors such as, the work programmes of the executive and other committees, strategic priorities and risks, 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

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- 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.
 - To liaise with officers, other members and community representatives to resource and deliver the work programme
- **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 manage the progress of business at meetings, ensuring that meeting objectives are met, and the Members' Code of Conduct and other constitutional requirements are adhered to
 - To ensure that the 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 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.
- **Community leadership**
 - To act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function
 - To build understanding and ownership of the overview and scrutiny function within the community
 - To identify relevant community based issues for scrutiny
 - To promote the full involvement of external stakeholders, for example, service users, expert witnesses and partners in scrutiny activity
- **Involvement and development of committee members**
 - To encourage effective contributions from all committee members in both committee and task and finish groups

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- To assess individual and collective performance within the committee and work to improve scrutiny outcomes [facilitate appropriate development]
- To champion the importance of learning and development
- 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

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- 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
- To attend briefing meetings
- To participate in the Joint Chairs meetings and the evaluation/improvement of scrutiny

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section C1 Member of a Regulatory Committee Role Description

1 Accountabilities

- To Full Council
- To the Chair of the Regulatory Committee
- To the public

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 Members' Code of Conduct 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
 - To participate in statutory/mandatory training in order to be able to participate in the Regulatory Committee meetings

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section C2 Chair and Vice-Chair of a Regulatory Committee Role Description

Chair

1 Accountabilities

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

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
 - To attend briefing meetings
- **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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Vice-Chair

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section D1 Member of Governance and Audit Committee Role Description

1. Accountabilities

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

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

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- 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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section D2

Chair and Vice Chair of Governance and Audit Committee Role Description

1. Accountabilities

- To Full Council
- To the Committee
- To the public

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.

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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

Vice-Chair

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section E1

Member of a Standards Committee Role Description

1 Accountabilities

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

2 Role purpose and activity

- **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 the councillors, lay members and co-opted members in their observance of [to observe] the Members' Code of Conduct
 - advising the Council on the adoption or revision of the Members' Code of Conduct
 - monitoring the operation of the Members' Code of Conduct
 - advising, [on] 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 from requirements relating to interests set out in the Members' Code of Conduct
 - 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

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members of the Group

- overseeing the operation of the Council's whistle-blowing policy
 - providing advice to individual councillors on such issues as the treatment of personal interest and on conduct matters generally
 - determining appropriate action on matters referred to it by the Public Services Ombudsman for Wales
 - overseeing the Register of Members' Interests, Co-opted Members and Officers
 - overseeing the Council's rules and protocols on accountability of members
 - overseeing the attendance of Members and Co-opted Members at relevant committees
 - overseeing the training of Members serving on all committees of the Council
- To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee
 - To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee
- **Participating in meetings and making decisions**
 - To participate effectively in meetings of the Standards Committee
 - To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements internal governance, ethical standards and relationships
 - **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 Members' Code of Conduct and other constitutional and legal requirements
 - To promote and support good governance by the Council
 - To understand the respective roles of members, officers and external parties operating within the Standards Committee's area of responsibility

3 Values

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

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

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Section E2

Chair and Vice Chair of Standards Committee Role Description

Chair

1 Accountabilities

- To Full Council
- To members of the Standards Committee
- To the public

2 Role Purpose and Activity

- **Providing leadership and direction**
 - To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
 - To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice on the Members' Code of Conduct
 - To demonstrate independence, integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
 - To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
 - To attend briefing meetings
- **To lead the committee in its role in:**
 - promoting and maintaining high standards of conduct by councillors, lay members and co-opted members, church and parent governor representatives
 - assisting all members in their observance of [the councillors, co-opted members and church and parent governor representatives to observe] the Members' Code of Conduct
 - advising the Council on the adoption or revision of the Members' Code of Conduct
 - monitoring the operation of the Members' Code of Conduct
 - advising, training or arranging to train councillors, co-opted members and church and parent governor representatives on matters relating to the Members' Code of Conduct
 - granting dispensations to councillors, co-opted members and church and parent governor representatives from requirements relating to interests set out in the Members' Code of Conduct
 - 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)

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- 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
- overseeing the operation of the Council's whistle-blowing policy
- providing advice to individual councillors on such issues as the treatment of personal interests and on conduct matters generally
- determining appropriate action on matters referred to it by the Public Services Ombudsman for Wales
- overseeing the Register of Members' Interest, Co-opted members and Church and Parent Governor Representatives and Officers
- overseeing the Council's rules and protocols on accountability of members
- overseeing the attendance of Members and Co-opted Members at committees
- overseeing the training of Members serving on all committees of the Council
- exercising appellate role (Independent Lay Members only) under the Habitual or Vexatious Complainants policy

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

Vice-Chair

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section F1 Member of a Standards Community Sub-Committee Role Description

1 Accountabilities

- To the Chair of the Standards Community Sub-Committee
- To Full Council
- To the public

2 Role purpose and activity

- **Understanding the nature of the Standards Community Sub-Committee and effectively fulfilling its functions by:**

In relation to town and community councils in Powys and members of those councils:

- promoting and maintaining high standards of conduct by councillors and community youth representatives
 - assisting the councillors and community youth representatives to observe the Members' Code of Conduct
 - advising the Council on the adoption or revision of the Members' Code of Conduct
 - monitoring the operation of the Members' Code of Conduct
 - advising, training or arranging to train councillors and community youth representatives on matters relating to the Members' Code of Conduct
 - granting dispensations to councillors and community youth representatives from requirements relating to interests set out in the Members' Code of Conduct
 - dealing with any reports from a case tribunal or interim case tribunal, and any report from the Monitoring Officer on any matter referred to that officer by the Public Services Ombudsman for Wales
 - To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Sub-Committee
 - To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Sub-Committee
- **Participating in meetings and making decisions**
 - To participate effectively in meetings of the Sub-Committee
 - To make informed and balanced decisions, within the terms of reference of the Sub-Committee, which accord with legal, constitutional and policy requirements
 - **Internal governance, ethical standards and relationships**
 - To ensure the integrity of the Sub-Committee's decision making and of his/her own role by adhering to the Members' Code of Conduct 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 Sub-Committee's area of responsibility

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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
- Impartiality

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section F2 Chair and Vice Chair of Standards Community Sub-Committee Role Description

Chair

1 Accountabilities

- To Full Council
- To Members of the Standards Community Sub-Committee
- To the Chair of the Standards Committee
- To the public

2 Role Purpose and Activity

- **Providing leadership and direction**
 - To act within technical, legal and procedural requirements to oversee the functions of the Sub-Committee fairly and correctly
 - To ensure thoroughness and objectivity in the Sub-Committee, receiving and responding to professional advice on the Members' Code of Conduct
 - To demonstrate independence, integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
 - To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
 - To attend briefing meetings
 - To lead the Sub-Committee in its role in relation to town and community councils in Powys and members of those councils:
 - promoting and maintaining high standards of conduct by councillors and community youth representatives
 - assisting the councillors and community youth representatives to observe the Members' Code of Conduct
 - advising the Council on the adoption or revision of the Members' Code of Conduct
 - monitoring the operation of the Members' Code of Conduct
 - advising, training or arranging to train councillors and community youth representatives on matters relating to the Members' Code of Conduct
 - granting dispensations to councillors and community youth representatives from requirements relating to interests set out in the Members' Code of Conduct
 - 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
- **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 Members' Code of Conduct 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 Sub-Committee's area of responsibility

SECTION 23 – MEMBER ROLE DESCRIPTIONS

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

Vice-Chair

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section G1 Member of a Democratic Services Committee Role Description

1 Accountabilities

- To the Chair of the Democratic Services Committee
- To Full Council
- To the public

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 following advice from the Chief Executive
 - Keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic Services [to discharge the democratic functions], ensuring that these are adequate
 - Making annual reports to the Full Council in relation to the above
 - Appointing working groups and chairs of working groups 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
 - Reviewing committee structures
 - Revisions of the Constitution
 - 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 and Ministerial guidance
- **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 Members' Code of Conduct 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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section G2 Chair and Vice Chair of Democratic Services Committee Role Description

Chair

1 Accountabilities

- To Full Council
- To members of the Democratic Services Committee
- To the public

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 following advice from the Chief Executive
 - Keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic Services [to discharge the democratic functions and]ensuring that these are adequate
 - Making annual reports to the Full Council in relation to the above
 - Appointing working groups and chairs of working groups to undertake functions delegated by the Committee
 - Considering reports prepared by the Head of Democratic Services
 - Developing the Authority's member support and development strategy
 - Ensuring that members have access to a reasonable level of training and development as described in the Authority's Member Development Strategy and the Wales Charter for Member Support and Development
 - Ensuring that the budget for member development is sufficient
 - Ensuring that members have access to personal development planning and annual personal development reviews
 - Working with the member support and development champion where relevant to promote the role of members and necessary support and development
 - Reviewing committee structures
 - Revisions of the Constitution
 - To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements and Ministerial guidance
 - To attend briefing meetings
 - To participate in the Joint Chairs meetings and the evaluation/ improvement of scrutiny
- **Promoting the role of the Democratic Services Committee**
 - To act as an ambassador for the Democratic Services Committee, facilitating understanding of the role
 - To act within technical, legal and procedural requirements to oversee the functions of the Committee fairly and correctly

SECTION 23 – MEMBER ROLE DESCRIPTIONS

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

Vice-Chair

- To fulfil the duties of the Chair in his or her absence
- To assist the Chair in specific duties as required
- To attend briefing meetings
- To participate in the Joint Chairs meetings and the evaluation/improvement of scrutiny

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section H1 Cabinet Member Role Description

2 Accountabilities

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

3 Role Purpose and Activities

- **Providing portfolio leadership**
 - To give strategic and 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 Cabinet decisions within the portfolio*, which are recorded in accordance with the Constitution

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

- **Contributing to the setting of the strategic agenda and work programme for the portfolio**
 - To direct the strategic agenda and work programme with reference to the Council's overall Corporate Improvement Plan
 - 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 to the Leader, Full Council, Cabinet, 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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

- To appear before scrutiny committees in respect of matters within the portfolio
- **Taking an active part in Cabinet meetings and decision making**
 - To contribute to decisions based on others' portfolios and take part in collective 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
 - To take decisions under delegated authority at partnership meetings
- **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

4 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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section H2 Cabinet Leader and Deputy Cabinet Leader Role Description

Cabinet Leader

1 Accountabilities

- To the members of the Cabinet
- To Full Council
- To Political Group
- 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
 - To provide political direction to the Chief Executive and the senior managers of the Council
- **Appointing the Cabinet**
 - To designate the appropriate portfolios
 - To appoint appropriate elected members to each portfolio
 - To allocate Cabinet members to roles with regard to their abilities
 - To designate the Deputy Cabinet Leader

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, as this is the arrangement in Powys.

- **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 Welsh Local Government Association [WLGA] Co-ordinating 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
 - To be the Council member on the Mid Wales Corporate Joint Committee.
- **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 Cabinet member

SECTION 23 – MEMBER ROLE DESCRIPTIONS

- **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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Deputy Cabinet Leader

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section I Leader and Deputy Leader of the Opposition Role Description

Leader of the Opposition

1. Accountabilities

- To the nominating group within the Constitution

2. Role Purpose and Activity

Providing political leadership for an opposition group

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

3. Values

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

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

Role of the Deputy Leader of the Opposition

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section J Political Group Leader Role Description

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

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

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS

Section K Member Champion Purpose and Role

What are Member Champions?

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

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 Welsh Local Government Association [WLGA]. 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 Cabinet member or overview and scrutiny members. The champion role itself could be undertaken by either the relevant Cabinet member or a non-Cabinet 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.

SECTION 23 – MEMBER ROLE DESCRIPTIONS

The Role Description

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

Member Champion Role Description

1. Accountabilities

- To Full Council
- To the public

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, and support Cabinet Portfolio Holders and officers 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 (including holding to account Cabinet Portfolio Holders) such as attending 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