

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section	Member	Role Description / Person Specification Pages	Competencies Pages
A	Elected Member (to include the role as corporate parent)	<ul style="list-style-type: none"> • Elected Member – 5 - 6 	<ul style="list-style-type: none"> • New Member – 7 - 10 • All Members - Community Leader – 11 -13 • All Members – Ward [Electoral Division] Representative –14 -15 • All Members - General Responsibilities – 16 - 22 • Party or Group Representative – 23
B	Shire Member	<ul style="list-style-type: none"> • Elected Member - 5 - 6 	<ul style="list-style-type: none"> • New Member – 7 -10 • All Members - Community Leader – 11 - 13 • All Members – Ward [Electoral Division] Representative – 14 - 15 • All Members - General Responsibilities – 16 - 22
C	Scrutiny Committee Member	<ul style="list-style-type: none"> • Member Scrutiny Committee – 25 - 27 	<ul style="list-style-type: none"> • Scrutiny Member – 28 - 30
D	Regulatory Committee Member	<ul style="list-style-type: none"> • Member of Regulatory Committee – 31 - 32 	<ul style="list-style-type: none"> • Member of a Regulatory Committee – 33 - 37
E	Audit Committee Member	<ul style="list-style-type: none"> • Member of Audit Committee – 39 - 40 	<ul style="list-style-type: none"> • Member of Audit Committee – 41
F	Standards Committee Member	<ul style="list-style-type: none"> • Member of Standards Committee – 43 - 44 	<ul style="list-style-type: none"> • Member of Standards Committee - 45
G	Standards Community Sub-Committee Member	<ul style="list-style-type: none"> • Member of Standards Community Sub-Committee – 47 – 48 	<ul style="list-style-type: none"> • Member of Standards Committee - 45
H	Democratic Services Committee Member	<ul style="list-style-type: none"> • Member of Democratic Services Committee – 49 - 50 	<ul style="list-style-type: none"> • None developed by the Welsh Local Government Association [WLGA]
I	Cabinet Member	<ul style="list-style-type: none"> • Cabinet Member – 51 - 53 	<ul style="list-style-type: none"> • Cabinet Member – 54 - 59

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J	Chair / Vice-Chair / Assistant Vice-Chair of the Council	<ul style="list-style-type: none"> Chair, Vice-Chair and Assistant Vice-Chair of Council – 61 - 62 	<ul style="list-style-type: none"> Chair, Vice-Chair or Assistant Vice-Chair of Council – 63 - 68
K	Cabinet Leader and Deputy Cabinet Leader	<ul style="list-style-type: none"> Cabinet Leader and Deputy Cabinet Leader – 69 - 72 	<ul style="list-style-type: none"> Cabinet Leader and Deputy Leader – 73 – 74 Cabinet Leader in addition to Cabinet Member – 75 - 79
L	Leader and Deputy Leader of the Opposition	<ul style="list-style-type: none"> Leader and Deputy Leader of the Opposition – 81 - 82 	<ul style="list-style-type: none"> None developed by the Welsh Local Government Association [WLGA]
M	Chair / Vice-Chair of a Scrutiny Committee	<ul style="list-style-type: none"> Chair and Vice-Chair of Scrutiny Committee – 83 - 85 	<ul style="list-style-type: none"> Committee Chair or Vice-Chair – 86 - 87
N	Chair / Vice-Chair of a Regulatory Committee	<ul style="list-style-type: none"> Chair and Vice-Chair of Regulatory Committee – 89 - 90 	<ul style="list-style-type: none"> Committee Chair or Vice- Chair – 86 - 87
O	Chair/Vice Chair of Audit Committee	<ul style="list-style-type: none"> Chair and Vice-Chair of Audit Committee – 91 - 92 	<ul style="list-style-type: none"> Committee Chair or Vice- Chair – 86 - 87
P	Chair/Vice-Chair of Standards Committee	<ul style="list-style-type: none"> Chair and Vice-Chair of Standards Committee – 93 - 94 	<ul style="list-style-type: none"> Committee Chair or Vice- Chair – 86 - 87
Q	Chair/Vice Chair of Standards Community Sub-Committee	<ul style="list-style-type: none"> Chair and Vice-Chair of Standards Community Sub-Committee – 95 - 96 	<ul style="list-style-type: none"> Committee Chair or Vice- Chair – 86 - 87
R	Chair/Vice Chair of Democratic Services Committee	<ul style="list-style-type: none"> Chair and Vice Chair of Democratic Services Committee – 97 	<ul style="list-style-type: none"> Committee Chair or Vice- Chair – 86 - 87
S	Chair / Vice-Chair of a Shire	<ul style="list-style-type: none"> Chair and Vice-Chair of Shire Committee - 99 - 100 	<ul style="list-style-type: none"> Chair or Vice-Chair of Shire – 101 - 105

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Section	Other Roles	Role Description / Person Specification	Competencies
T	Member Champion	<ul style="list-style-type: none"> Member Champion – 107 -109 	<ul style="list-style-type: none"> None developed by WLGA.
U	Independent Member of the Standards Committee	<ul style="list-style-type: none"> Member of Regulatory Committee – 31 - 32 	<ul style="list-style-type: none"> Member of a Regulatory Committee – 33 - 37
V	Co-opted Member of the Council	<ul style="list-style-type: none"> Member Scrutiny Committee – 25 - 27 	<ul style="list-style-type: none"> Scrutiny Member – 28 - 30

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Roles	Competencies
<ul style="list-style-type: none"> • Elected Member • Shire Member • Member Scrutiny Committee • Member Regulatory Committee • Member Audit Committee • Member Standards Committee • Member Standards Community Sub-Committee • Member Democratic Services Committee • Cabinet Member • Chair/Vice-Chair/Assistant Vice-Chair of Council • Cabinet Leader and Deputy Leader • Leader and Deputy Leader of the Opposition • Chair and Vice-Chair of Scrutiny Committee • Chair and Vice-Chair of Regulatory Committee • Chair and Vice-Chair Audit Committee • Chair and Vice-Chair Standards Committee • Chair and Vice-Chair Standards Community Sub-Committee • Chair and Vice-Chair Democratic Services Committee • Chair and Vice-Chair of Shire • Member Champion • Independent Member of the Standards Committee • Co-opted Member of the Council 	<ul style="list-style-type: none"> • New Members • All Members - Community Leader • All Members - Electoral Division Representative • All Members - General Responsibilities • Party or Group Representative • Scrutiny Member • Member of a Regulatory Committee • Member of Audit Committee • Member of Standards Committee • Cabinet Member • Chair, Vice-Chair or Assistant Vice-Chair of Council • Committee Chair or Vice-Chair • Cabinet Leader and Deputy Cabinet Leader • Chair or Vice-Chair of Shire

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Section A 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 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 promote tolerance and cohesion in local communities
- **Making decisions and overseeing Council performance**
 - To participate in Full Council meetings, reaching and making informed and balanced decisions, and overseeing performance
 - To participate in informed and balanced decision making on committees and panels to which they might be appointed
 - To adhere to the principles of democracy and collective responsibility in decision making
 - To promote and ensure efficiency, 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
 - To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
 - To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office
- **Personal and role development**
 - To participate in opportunities for development provided for members by the authority

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- To participate in initial and ongoing statutory and mandatory training

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

Elected Member Person Specification

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

Representing and supporting communities

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

Making decisions and overseeing council performance

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

Representing the Council (subject to appointment)

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

Internal governance, ethical standards and relationships

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

Personal and role development

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

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Development Framework for Councillors 2014

As a New Member	Knowledge required	Role skills	The effective member is able to	Learning method	Time scale
Getting Started	<ul style="list-style-type: none"> • understanding of the key activities undertaken by councillors • understanding of the work of the Council • knowledge of the priority areas for service delivery • knowing where to find information • knowledge of individual role • knowledge of the constitution • understanding of ethical standards • understanding of personal liabilities and responsibilities • understanding of the equalities agenda • understanding of core processes such as business and financial planning 	<ul style="list-style-type: none"> • information gathering • networking • communication • ICT 	<ul style="list-style-type: none"> • describe his/her role • describe the role of the Council • describe the strategic and policy priorities for the authority • approach the appropriate contacts for information • access information and communicate using ICT 	<ul style="list-style-type: none"> • officer briefing • Welsh Local Government Association [WLGA] induction modules • Local Authority Councillors Guide • WLGA member learning resource • presentations by the Chief Executive, Cabinet and Service Directors • tour of the area and council buildings • role play/games • introduction to information sources Members' library etc. • allocation of councillor mentor • reading constitution, improvement plan, code of conduct, community strategy, 	First week of induction

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				budget book	
Participating at a meeting	<ul style="list-style-type: none"> • knowledge of meeting timetable and locations • protocol • constitution • members' code of conduct/standards • meeting conventions 	<ul style="list-style-type: none"> • team working • meeting skills • preparation and research 	<ul style="list-style-type: none"> • participate fully • act assertively but not aggressively • speak effectively in public • express themselves effectively • actively listen • participate in meetings only after thorough preparation • utilise translation facilities if applicable 	<ul style="list-style-type: none"> • meeting simulation • officer briefing on protocols/Constitution/ Members' Code of conduct and individual meeting roles • personal skills feedback from mentor • meeting skills seminar • personal skills development workshop 	<p>Timetable in induction pack</p> <p>“Rules” explained before first meetings</p> <p>Conventions first 6 months</p> <p>Meetings skills seminar in induction</p> <p>Feedback throughout period of office</p>
Establishing community links	<ul style="list-style-type: none"> • knowledge of electoral division, local communities and authority • understanding the national agenda with regard to citizen and community engagement • knowledge of community groups and organisations and of constituted groups such as Communities First and others 	<ul style="list-style-type: none"> • research • effective communication, including listening skills • networking • negotiation 	<ul style="list-style-type: none"> • demonstrate an understanding of the geographical area and the issues affecting it • demonstrate a commitment to equality through seeking to represent all groups equally and impartially 	<ul style="list-style-type: none"> • tour of authority • social inclusion and equalities training to permeate all training and development activities undertaken • equalities awareness raising • workshop 	<p>First 6 months</p>

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	<p>representing geographical communities and communities of interest</p> <ul style="list-style-type: none"> • understanding of community issues and how they are affected by conditions and trends in the wider world • understanding of community sector and the resourcefulness of citizens and communities themselves • knowledge of ethical standards • sensitivity to the diverse needs for local services within communities 		<ul style="list-style-type: none"> • give a positive representation of the Council, its people and its services • elicit views of others • support and advise local community groups, partnerships and individual citizens in contributing their own resources to the well-being of local communities 	<ul style="list-style-type: none"> • visits to local groups • information on the national agenda with regard to citizen and community engagement • opportunities to engage constructively with Communities First and other constituted groups representing geographical communities and 'communities of interest' 	<p>First 12 months</p>
<p>Relating to officers</p>	<ul style="list-style-type: none"> • knowledge of officer responsibilities and contact points • knowledge of protocols for working with officers • understanding of the need to treat all officers with respect 	<ul style="list-style-type: none"> • communication • assertiveness • influencing skills • diplomacy • interpersonal skills 	<ul style="list-style-type: none"> • build relationships • develop trust • adopt an appropriate personal style • show respect for all officers equally • understand what it is reasonable to ask officers to do 	<ul style="list-style-type: none"> • briefing notes • guidance on protocols • council contact directory in councillors guide • work shadowing • facilitated member-officer forum 	<p>First week of induction</p>

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Working to ethical standards	<ul style="list-style-type: none"> • understanding of Members' Code of Conduct, and the standards of conduct within the ethical framework 	<ul style="list-style-type: none"> • handling information • questioning • applying knowledge learned to appropriate situations 	<ul style="list-style-type: none"> • act as a role model and display a commitment to the stated values of the Council and 10 general principals underpinning all codes of conduct namely: <ul style="list-style-type: none"> ○ selflessness ○ honesty ○ integrity ○ upholding the law ○ stewardship ○ objectivity ○ equality and respect for others ○ openness ○ accountability ○ leadership ○ (perception) new model code 	<ul style="list-style-type: none"> • officer briefings • member handbook • members' Code of Conduct and guidance • ethics and standards induction module 	Basics with signing the Code followed by induction module in the first few weeks
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Development Framework for Councillors 2014

All Members - Community Leader	Knowledge required	Role skills	The effective member is able to	Learning Method	Time scale
Community Leadership and Partnerships	<ul style="list-style-type: none"> • understanding of the national agenda with regard to citizen and community engagement • knowledge of role and content of the Community Strategy and community planning system including its contribution to: <ul style="list-style-type: none"> ○ sustainable development and its implications for future generations ○ the health and wellbeing of individuals and communities • knowledge of role and composition of local partnerships such as: • Local Service Board [LSB]; Community Strategy; Health Social Care and Wellbeing, Children and Young People • understanding the role of community development in engaging communities 	<ul style="list-style-type: none"> • communication • meeting management • ability to engage with all groups including the traditionally excluded such as young people and minority ethnic groups • influencing persuading 	<ul style="list-style-type: none"> • actively manage contacts • lead by example • support all sectors of the community to help and develop themselves • ensure that the interests of future generations are properly recognised, addressed, and not unduly jeopardised by the actions of present day communities 	<ul style="list-style-type: none"> • briefing/ note on community strategy • information on the national agenda with regard to citizen and community engagement • Welsh Government [WG] library of advice and good practice relating to community strategies • attendance at WG regional/cross sectoral workshops • briefings/seminars on roles and responsibilities of partnerships • briefings/seminars on the connection of local government to improving health and wellbeing • information on community planning and local strategic partnerships 	<p>Overview within Induction as available</p> <p>Additional workshops as needed to introduce new national or local community programmes and community engagement schemes</p>

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				<ul style="list-style-type: none"> opportunities to engage constructively with Communities First and other constituted groups representing geographical communities and 'communities of interest' 	
Liaison with voluntary groups	<ul style="list-style-type: none"> understanding of the culture and workings of the voluntary sector knowledge of voluntary groups relevant to ward issues/council priorities/ special interest 	<ul style="list-style-type: none"> communication meetings networking 	<ul style="list-style-type: none"> demonstrate interest actively manage contacts with support and understanding 	<ul style="list-style-type: none"> voluntary group and 'expert' briefings information from relevant national institutes and other organisations attendance at meetings 	Within first 6 months/year
Liaison with community and town councils	<ul style="list-style-type: none"> understanding of roles and responsibilities of community and town councils 	<ul style="list-style-type: none"> communication meetings networking 	<ul style="list-style-type: none"> as above 	<ul style="list-style-type: none"> briefings from members of community and town councils attendance at meetings community and town councillor induction 	Within first 6 months/year
As a member of an Area Forum/ Committee	<ul style="list-style-type: none"> understand the role and responsibility of Area Fora/ committees including any delegated responsibilities 	<ul style="list-style-type: none"> communication meetings networking 	<ul style="list-style-type: none"> actively listen to the community effectively explain the policies of the Council 	<ul style="list-style-type: none"> briefing from officers on the role of the forum terms of reference and standing orders 	On appointment to Area committee
Lobbying on local issues	<ul style="list-style-type: none"> knowledge relevant to issue including implications for future 	<ul style="list-style-type: none"> consultation 	<ul style="list-style-type: none"> present relevant and well reasoned 	<ul style="list-style-type: none"> media skills training 	Ongoing and as

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	<p>generations as well as current communities</p> <ul style="list-style-type: none"> • knowledge of where and how to lobby/campaign • how to involve local people and groups in lobbying and campaigning 	<ul style="list-style-type: none"> • meeting • organisation • negotiation • media skills • analysis of data trends • campaigning techniques 	<p>arguments</p> <ul style="list-style-type: none"> • approach negotiations to achieve win-win • involve all who will be affected by issue including the representation and protection of the interests of future generations • show strategic awareness - seeing the big picture • hold an explicit and consistent position helping others to understand the position 	<ul style="list-style-type: none"> • guidance from existing members • guidance from officers involved in marketing 	<p>appropriate</p>
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Development Framework for Councillors 2014

All Members - Ward (Electoral Division) Representative	Knowledge required	Role skills	The effective member is able to	Learning Method	Time scale
Holding surgeries	<ul style="list-style-type: none"> • knowledge of contacts for referral • contacts for publicity • general awareness of council policy on common issues – planning etc. • understanding of how standards/Members' Code of Conduct applies in this setting • understanding of authority complaints procedure • awareness of the guidance information needed on hand in this setting • understanding of accessibility issues 	<ul style="list-style-type: none"> • knowledge management • information gathering • communication • assertiveness • conflict management 	<ul style="list-style-type: none"> • identify and use appropriate sources of information • adapt personal style to develop relationships • inform service users and advise of council policy and procedure • make themselves consistently available to all sections of the community 	<ul style="list-style-type: none"> • briefing notes/councillor handbook with contact details and Council policies • workshops as relevant to develop skill elements • observing surgeries (e.g. street surgeries) in action 	<p>Briefing notes/ handbook at induction</p> <p>When identified by Councillors</p>
Casework	<ul style="list-style-type: none"> • understanding circumstances of particular case • understanding of case management techniques 	<ul style="list-style-type: none"> • information gathering/handling/giving • interpersonal skills 	<ul style="list-style-type: none"> • put aside personal viewpoint and take objective stance • make effective 	<ul style="list-style-type: none"> • shadowing experienced member/officer • facilitated case study activities 	<p>Basics on induction</p> <p>On going within first</p>

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	<ul style="list-style-type: none"> • understanding of extent of personal involvement 	<ul style="list-style-type: none"> • advocacy 	<p>judgements about when to get personally involved, when to advise and when to refer and who to refer to</p>		year
Winning resources for the ward	<ul style="list-style-type: none"> • knowledge of funding sources • understanding of local government finance • knowledge of Welsh Government priorities • understanding of the resourcefulness of local citizens and communities 	<ul style="list-style-type: none"> • networking • negotiation 	<ul style="list-style-type: none"> • display determination and tenacity • be imaginative in identifying sources of funding • submit evidence based bids • work to develop the resourcefulness of local citizens and communities 	<ul style="list-style-type: none"> • Welsh Government [WG] guidance • officer briefings • negotiation skills workshop 	Within first year

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Development Framework for Councillors 2014

All Members - General Responsibilities	Knowledge required	Role skills	The effective member is able to	Learning Method	Time scale
Juggling your life	<ul style="list-style-type: none"> understanding of key personal activities and responsibilities 	<ul style="list-style-type: none"> time management prioritisation delegation stress awareness/management assertiveness flexibility 	<ul style="list-style-type: none"> balance work and home roles, being aware of support packages for childcare etc. recognise and manage his/her own stress take problems seriously but not personally 	<ul style="list-style-type: none"> talk to existing members receive coaching/mentoring from other members/officers if appropriate take part in courses e.g. stress awareness, time management have access to a counselling service 	As required and on-going
Managing information	<ul style="list-style-type: none"> knowledge of sources of information and methods of organising it 	<ul style="list-style-type: none"> researching storing and retrieving information project management ICT 	<ul style="list-style-type: none"> use a range of sources to find the information they need and organise it so that they can find it again 	<ul style="list-style-type: none"> officers to provide information and advice advice and information from the library service mentoring from other members 	As required
Handling data	<ul style="list-style-type: none"> understanding the processes behind data presented such as budget cycle, performance indicators etc. 	<ul style="list-style-type: none"> general literacy general numeracy 	<ul style="list-style-type: none"> retain and recall facts interpret complex data 	<ul style="list-style-type: none"> officer briefings courses on speed reading, data handling/note taking 	Processes on induction Briefings on

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	<ul style="list-style-type: none"> understanding how data is presented for example financial or performance related statistics 	<ul style="list-style-type: none"> speed reading data interpretation ICT 		<ul style="list-style-type: none"> and mind mapping officer briefings on methods of presenting information Basic Skills Agency courses 	<ul style="list-style-type: none"> induction Courses as required
Using ICT	<ul style="list-style-type: none"> awareness of systems and what a computer can do 	<ul style="list-style-type: none"> word processing email use of the Internet and internal intranet 	<ul style="list-style-type: none"> enthusiastically embrace new technology use ICT to communicate with Council and community (including receiving committee papers) use ICT to find and interpret information e.g. Internet and Intranet 	<ul style="list-style-type: none"> courses from the ICT department on basic computer literacy European Computer Driving Licence 	<ul style="list-style-type: none"> As required Aim for full IT literacy within first 6 months
Expressing yourself	<ul style="list-style-type: none"> knowledge of corporate style of letter/report writing understanding of corporate guidance for interacting with the media understanding of different needs of different audiences 	<ul style="list-style-type: none"> effective self expression basic media skills presentation skills 	<ul style="list-style-type: none"> display self confidence without appearing arrogant express him/herself articulately accept and give feedback 	<ul style="list-style-type: none"> coaching and mentoring from other members courses e.g. presentation skills media skills training externally facilitated 	<ul style="list-style-type: none"> Knowledge of corporate style at induction Personal style - on going as required

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	<ul style="list-style-type: none"> knowing what to say and what not to say in different contexts 		<ul style="list-style-type: none"> actively listen 	<p>observation and feedback</p>	
Working with others	<ul style="list-style-type: none"> knowledge of who to work with understanding of equalities and diversity issues including responsibilities under legislation such as the equalities standard understanding of the roles of officers, members and different agencies understanding of the need for the Council to work collaboratively with citizens and communities if it is to successfully fulfil its functions and achieve its aims 	<ul style="list-style-type: none"> listening team working interpersonal skills 	<ul style="list-style-type: none"> have respect for, show respect for and display a desire to work with different groups and individuals challenge inappropriate (e.g. racist, sexist, homophobic) behaviour in others earn the respect, trust and confidence of citizens, communities and other stakeholders, encouraging them to work with the Council towards the achievement of common goals 	<ul style="list-style-type: none"> officer briefings on partners and equalities awareness equality training workshops member handbook mentor feedback 	<p>Briefings in first induction week</p> <p>Workshops within first year</p> <p>Challenge by colleagues of inappropriate behaviour</p>
Making decisions	<ul style="list-style-type: none"> understanding of corporate responsibilities e.g. corporate parenting planning, licensing etc. understanding of strategic and 	<ul style="list-style-type: none"> information gathering and handling decision making 	<ul style="list-style-type: none"> act with integrity refer decisions to others or take advice when appropriate involve the 'right' 	<ul style="list-style-type: none"> corporate parenting workshop planning workshop licensing workshop 	<p>Overview at induction</p> <p>More detailed briefing/ workshop on corporate responsibilities</p>

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	<p>service contexts including the long-term implications of current day decisions</p> <ul style="list-style-type: none"> • knowledge of pre set procedures for decision making 		<p>people in the process and encourage ownership</p> <ul style="list-style-type: none"> • understand the implications for the whole system, across all of its social, economic and environmental aspects and over the long, as well as shorter, term • ensure that decisions are taken on the basis of the best available evidence and information, including the findings of sound science 	<ul style="list-style-type: none"> • officer briefing and other reading/research • workshop/resource pack on problem solving and decision making 	<p>within first year</p> <p>Information handling and gathering within first year</p>
Participating in council meetings	<ul style="list-style-type: none"> • Members' Code of Conduct • Constitution • ethical standards • rules of debate and process 	<ul style="list-style-type: none"> • information handling • public speaking • listening • grasping opportunities • informed and balanced decision 	<ul style="list-style-type: none"> • prepare fully for debate • hear and understand messages from colleagues • contribute appropriately, clearly and concisely according to meeting protocol, Members' 	<ul style="list-style-type: none"> • briefing by officers and Leader • simulated meetings • observation and feedback from external experienced facilitators • councillor mentor/buddy 	<p>Knowledge and simulated meetings at induction</p> <p>Feedback during first year</p>

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		<p>making</p> <ul style="list-style-type: none"> • performance monitoring 	<p>Code of Conduct and ethical standards</p> <ul style="list-style-type: none"> • take decisions based on appropriate information 		
<p>Working with outside bodies as a representative of the council</p>	<ul style="list-style-type: none"> • understanding of key objectives of both the Council and organisations • understand the Council's community leadership role • understanding of personal remit, powers and responsibilities • understanding of how decisions made impact on the Council and the sustainable well-being of all sections of local communities 	<ul style="list-style-type: none"> • meeting skills • public speaking • meeting management • diplomacy • advocacy 	<ul style="list-style-type: none"> • take account of different organisational priorities and cultural styles and values • report back to the Council their actions and decisions • influence the decisions and activities of outside bodies to align them with the Council's own intentions and activities and ensure that they contribute to the sustainable well-being of local communities 	<ul style="list-style-type: none"> • briefings and briefing notes provided by the local organisation • speak to the Monitoring officer about duties, responsibilities and liabilities and the Section 151 officer about budgets • reading and research - local media, local archives • regular attendance at meetings • skills development can be via relevant workshops • undertaking peer support work 	<p>On appointment to outside body</p>
<p>Acting as an employer</p>	<ul style="list-style-type: none"> • understanding of the role of the member as an employer and personal responsibilities in relation to employees 	<ul style="list-style-type: none"> • ability to take part in disciplinary process • ability to interact with staff according 	<ul style="list-style-type: none"> • treat all colleagues with respect • help ensure that the Council, as a large 	<ul style="list-style-type: none"> • officer briefing • member handbook 	<p>At induction</p>

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	<ul style="list-style-type: none"> understanding of the impacts that the Council, has on the local economy, society and environment 	<p>to equalities legislation and employment law</p>	<p>and prominent organisation, as much as in its service delivery, acts as an exemplar and demonstrates good 'global citizenship' by always acting in ways that support & contribute to sustainable development</p>		
Selection panel for appointments	<ul style="list-style-type: none"> legislation and guidance on selection 	<ul style="list-style-type: none"> interviewing skills 	<ul style="list-style-type: none"> undertake thorough preparation engage with the process show a positive and equal attitude towards candidates show integrity and fairness in decision making present an evidence based case to fellow panel members 	<ul style="list-style-type: none"> course/workshop on recruitment and selection/interviewing skills officer briefing on legislation, policies and procedures regarding selection 	On appointment to selection panel
Working within health and safety	<ul style="list-style-type: none"> understanding of responsibilities for health and safety as an employer and an 	<ul style="list-style-type: none"> ability to assess health and safety risk 	<ul style="list-style-type: none"> take relevant health and safety legislation into account when 	<ul style="list-style-type: none"> officer briefing member handbook 	At induction

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regulations	individual	<ul style="list-style-type: none"> • manual handling 	undertaking all aspects of work		
Undertaking continuing member development activities	<ul style="list-style-type: none"> • understanding of the need for councillors to continually develop their skills and knowledge • knowledge of available development opportunities 	<ul style="list-style-type: none"> • ability to assess personal strengths and areas for development • ability to seek guidance and feedback on performance 	<ul style="list-style-type: none"> • actively take part in the development needs analysis and/or personal development review opportunities provided by authority • participate in appropriate development activities as they appear 	<ul style="list-style-type: none"> • officer briefings on available development activities • personal development review process • mentoring scheme • training needs analysis 	Throughout period of office

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Development Framework for Councillors 2014

As a party/group representative (if applicable)	Knowledge required	Role skills	The effective member is able to	Learning Method	Time scale
Presenting party/group policy	<ul style="list-style-type: none"> awareness of national and local party manifesto or policies of local group 	<ul style="list-style-type: none"> operating in a political environment public speaking/ presentation skills influencing skills 	<ul style="list-style-type: none"> operate within party political parameters understand and respect party/group discipline and process 	<ul style="list-style-type: none"> attendance at group and other relevant party meetings presentation skills/public speaking training 	At first group meeting and ongoing
Working as a party/group member	<ul style="list-style-type: none"> knowledge of party rules and constituency party structure knowledge of local party contacts 	<ul style="list-style-type: none"> team working networking 	<ul style="list-style-type: none"> act according to party/group rules share learning and information with other group members contribute to party policy development providing feedback on the potential impacts of policy proposals on a local level, and promoting and representing the interests of future generations as well as current constituents 	<ul style="list-style-type: none"> briefing by group leader attendance at group and other relevant party meetings workshops to develop team-working skills 	At first group meeting and ongoing When identified

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SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section C 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
- **Reviewing and developing policy**
 - To assist in the creation, development, improvement and refinement of Council policy
 - To challenge policies on a sound basis of evidence for example against legislation or local political priority
 - To assess impact of existing policy
- **Holding the 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 over time
 - To contribute to the identification and mitigation of risk
 - To investigate and address the causes of poor performance
 - To evaluate the validity of Cabinet decisions and challenging decisions through call-in where appropriate
- **Promoting the work of Scrutiny**
 - To promote the role of scrutiny within and outside the Council, developing effective internal and external relationships
 - To demonstrate an objective and evidence based approach to scrutiny
 - To add value to the decision making and service provision of the authority through effective scrutiny
- **Community leadership**
 - To use scrutiny as a means to address community issues and engage the public
 - To encourage stakeholders to participate in the work of the authority
 - To develop locally viable and acceptable policy solutions
 - To build a dialogue around priorities, objectives and performance, among communities and stakeholders
- **Meeting participation**
 - To make adequate and appropriate preparation for meetings through research and briefings

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- To participate in a proactive, informed and effective manner taking account of the Members' Code of Conduct, Constitution and other constitutional requirements

3. Values

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

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

Scrutiny Member Person Specification

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

Participating fully in the activities of the scrutiny function

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

Reviewing and developing policy

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

Monitoring performance and service delivery and holding the Cabinet to account

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

Promoting the work of scrutiny

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

Community leadership

- An understanding of the community leadership role
- Knowledge of local issues and expectations

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

Meeting participation

- Ability to interpret information and data from a range of sources
- Understanding and application of meeting protocols, Members' Code of Conduct, Constitution and other constitutional requirements
- Ability to participate in meetings including effective listening, questioning and speaking

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Development Framework for Councillors 2014

Scrutiny Member	Knowledge required	Role skills	The effective scrutiny member is able to	Learning Method	Time scale
Holding the Cabinet to account	<ul style="list-style-type: none"> • full understanding of scrutiny remit and roles • understanding of Cabinet function and work plan • understanding of protocols to call-in decisions 	<ul style="list-style-type: none"> • information management • performance review • assertiveness • meetings management/ participation 	<ul style="list-style-type: none"> • challenge decisions made when appropriate • ensure objectivity and fairness and avoid party political bias • function as team member 	<ul style="list-style-type: none"> • briefings by officers closely involved in the scrutiny function • scrutiny team development workshops with external facilitator 	<p>Role briefing on appointment to scrutiny</p> <p>Team development within first 6 months</p>
Reviewing and developing policy	<ul style="list-style-type: none"> • knowledge of existing policy • understanding of best practice • understanding of wider and national policy contexts, including trends and potential developments in social, economic and environmental contexts that may have longer-term implications for the sustainable well-being of local communities • understanding of budgets 	<ul style="list-style-type: none"> • questioning of “witnesses” • interpersonal skills • non verbal communication • interpreting facts and data • ability to handle complex facts and figures • project management 	<ul style="list-style-type: none"> • challenge policies and working practices • develop locally viable policy solutions that are properly ‘future proofed ‘ and do not produce undesirable side-effects in the wider contexts on which local well-being depends • help external stakeholders to develop their role 	<ul style="list-style-type: none"> • officer and ‘expert’ briefings • information from relevant organisations 	As required at outset of review
Scrutiny in a particular	<ul style="list-style-type: none"> • understanding of area of responsibility and how it 		<ul style="list-style-type: none"> • challenge policies and practices on a sound 	<ul style="list-style-type: none"> • officer and ‘expert’ briefings 	As required

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<p>area/theme</p>	<p>affects and is affected by other policy themes and areas</p> <ul style="list-style-type: none"> • understanding of the issues under review whether internal or external 	<ul style="list-style-type: none"> • questioning • monitoring and challenging 	<p>basis of evidence</p> <ul style="list-style-type: none"> • be open to the views of witnesses • ensure that the service/policy/plan where appropriate contributes to SD and/or maximises the positive impact on health and wellbeing 	<ul style="list-style-type: none"> • information from relevant organisations • seminars on health impact assessments 	
<p>Performance management and improvement</p>	<ul style="list-style-type: none"> • understanding of the Wales Programme for Improvement • understanding of performance management including strategic partnership performance management • understanding of risk management, principles and processes, and the relationship between risk management at the organisation level and the Council's core responsibility to ensure and enhance sustainable wellbeing • understanding the health impact assessment process 		<ul style="list-style-type: none"> • see the big picture • use a range of information to evaluate performance • focus on outcomes and impacts, over the long, as well as shorter, term • promote change and new ways of working, challenging 'business as usual' where it is not effective and sustainable • communicate performance priorities and results to 	<ul style="list-style-type: none"> • officer briefings • seminar/ workshop on performance management/ risk management, including strategic partnership performance management 	<p>As required by review timetable</p> <p>Ongoing programme of briefings and discussions to culminate in development of performance and improvement plans</p>

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	<ul style="list-style-type: none"> • understanding of the councils own priorities and imperatives 		<p>communities and stakeholders</p>		
<p>Scrutiny of External Bodies</p>	<ul style="list-style-type: none"> • knowledge of services delivered by external bodies • understanding of the role of scrutiny in relation to this 		<ul style="list-style-type: none"> • operate effectively and sensitively in a range of different contexts and settings • influence the plans, strategies and activities of outside bodies to ensure that they do not jeopardise the sustainable well-being of communities, and where appropriate, that they align with, contribute to, and draw on, the Council's own plans, strategies and activities to enhance that well-being 	<ul style="list-style-type: none"> • Centre for Public [CFPS] website • Welsh Local Government Association [WLGA] guides 	<p>On appointment to external bodies</p>

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Section D 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

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Regulatory Committee Member Person Specification

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

Understanding the nature of the Regulatory Committee and quasi-judicial decision making

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

Participating in meetings and making decisions

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

Internal governance, ethical standards and relationships

- Knowledge and understanding of the Members' Code of Conduct and protocols
- Knowledge of and a commitment to the values of the Council

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Development Framework for Councillors 2014

As a member of a regulatory committee	Knowledge required	Role skills	The effective member is able to	Learning Method	Time scale
Member of a Planning Committee	<ul style="list-style-type: none"> • knowledge of the framework of the planning system in Wales and guidance and policy • understanding of the role of the Welsh Government [WG] and National Assembly for Wales • understanding of the role of the Local Authority • understanding of planning law • detailed understanding of the role of the member on the planning committee in detail as set out in the authority's role description • in depth understanding of the local code of conduct application of the code within planning or planning code where it exists • understanding of the development planning process 	<ul style="list-style-type: none"> • ability to work within national guidance • ability to work within the Members' Code of Conduct and any planning codes • ability to make decisions objectively based on the full range of information available • persuasion • articulating local views only when undertaking "local member" role 	<ul style="list-style-type: none"> • use a range of legal and other information to make decisions • maintain awareness of guidance and policy available and take advice from officers on interpretation of national guidance • work transparently and consistently within the Members' Code of Conduct 	<ul style="list-style-type: none"> • comprehensive programme of training/induction for planning members before acting on the committee • regular officer briefings and guidance • circulation and briefings on guidance Technical Advice Notes [TANs] etc. as they are issued • guided reading • supportive challenge from peers, officers and mentors following inappropriate behaviour • feedback on performance as part of the review and development process 	<p>Induction/overview required on taking up a position on the planning committee</p> <p>Ongoing briefings through-out term of office</p>

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	<p>and Local Development Plan [LDP]</p> <ul style="list-style-type: none"> • understanding of development management including the law relating to planning permission • sustainable development • affordable housing • environmental considerations • Health Impact Assessment • securing accessible, quality design • understanding of local issues to be determined within each local planning authority • engaging the public 				
<p>Member of a Licensing Committee</p>	<ul style="list-style-type: none"> • licensing regulations • knowledge of local and national licensing policy • basic understanding of case law • knowledge and understanding of community plans and crime 	<ul style="list-style-type: none"> • decision making • questioning of “witnesses” • interpersonal skills • non verbal communications 	<ul style="list-style-type: none"> • use a range of information to make decisions • understand the cumulative impact of new applications for licensed premises 	<ul style="list-style-type: none"> • comprehensive programme of training/induction for licensing members before acting on the committee • regular officer briefings and guidance • advanced workshop 	<p>Induction/overview required on taking up a position on the licensing committee</p> <p>Ongoing briefings</p>

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	and disorder strategies				through-out term of office
Member of a Rights of Way Committee	<ul style="list-style-type: none"> • understanding rights of way law • understanding of the role of the Welsh Government and National Assembly for Wales • understanding of the role of the Local Authority • engaging the public 	<ul style="list-style-type: none"> • ability to work within national guidance • ability to make decisions objectively based on the full range of information available • questioning of “witnesses” • interpersonal skills • non verbal communications 	<ul style="list-style-type: none"> • use a range of legal and other information to make decisions • maintain awareness of guidance and policy available and take advice from officers on interpretation of national guidance 	<ul style="list-style-type: none"> • comprehensive programme of training/induction for rights of way members before acting on the committee • regular officer briefings and guidance 	<p>Induction/overview required on taking up a position on the rights of way committee</p> <p>Ongoing briefings through-out term of office</p>
Member of an Employment Committee	<ul style="list-style-type: none"> • understanding employment law • basic understanding of case law • understanding of Human Resources [HR] policies and procedures 	<ul style="list-style-type: none"> • ability to work within national guidance • ability to make decisions objectively based on the full range of information available • adjudication • working with 	<ul style="list-style-type: none"> • use a range of legal and other information to make decisions • maintain awareness of guidance and policy available and take advice from officers on interpretation of national guidance 	<ul style="list-style-type: none"> • comprehensive programme of training/induction for employment members before acting on the committee • regular officer briefings and guidance 	<p>Induction/overview required on taking up a position on the employment committee</p> <p>Ongoing briefings through-out term of office</p>

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		<p>officers</p> <ul style="list-style-type: none"> • questioning of “witnesses” • interpersonal skills • non verbal communications • ability to handle complex facts and figures 			
<p>Member of a Pensions and Investment Committee</p>	<ul style="list-style-type: none"> • understanding of the role of the committee and the quasi-trustee role of its Members • basic understanding of the Local Government Pension Scheme • basic understanding of the role of the Section 151 Officer; Investment Adviser; Actuary; Investment Managers; The Custodian; The Investment Measurement Service • basic understanding the relationship between the Pension Fund’s assets and liabilities 	<ul style="list-style-type: none"> • ability to work within national guidance • ability to make decisions objectively based on the full range of information available • questioning of “witnesses” • interpersonal skills 	<ul style="list-style-type: none"> • use a range of legal and other information to make decisions • maintain awareness of guidance and policy available and take advice from officers on interpretation of national guidance 	<ul style="list-style-type: none"> • comprehensive programme of training/induction for pensions and investment members before acting on the committee • regular officer briefings and guidance 	<p>Induction/overview required on taking up a position on the pensions and investment committee</p> <p>Ongoing briefings through-out term of office</p>

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|--|---|--|--|--|--|
| | <ul style="list-style-type: none">• basic understanding of the investments of the Pension Fund and the use of benchmarks to measure performance | | | | |
|--|---|--|--|--|--|

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SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section E Member of an Audit Committee Role Description

1 Accountabilities

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

2 Role purpose and activity

- **Understanding the role of the Audit Committee and undertaking its functions:**

Risk and Control

- Ensure the risk management strategy guides the programme of internal and external work, to address the controls and risk related issues identified
- Oversee the production of the annual governance statement, recommend its adoption by the County Council and ensure appropriate action is taken to address the issues raised

Internal Audit

- To consider and approve the annual audit opinion on internal control and the level of assurance given to the corporate governance arrangements
- Approve the annual audit plan, ensuring there is sufficient and appropriate coverage, with a strong emphasis on risk management and resources are available to implement the plan
- Receive and review internal audit reports and ensure officers respond promptly to the findings. Where necessary, recommendations to other committees and portfolio holders will be made to ensure action plans are implemented

External Audit

- Consider and approve the annual letter, regulatory plan and specific reports as agreed
- Where necessary, ensure action is taken by officers to address those issues raised, and if necessary recommendations to other committees and portfolio holders will be made to address findings and deliver clear conclusions
- Comment on the scope and depth of the external audit work, to ensure it gives value for money

Other

- Assess and approve the annual statement of accounts, external audit opinion and management representation in relation to annual audit findings
- Promote effective relationships between external and internal audit, Inspection agencies and other relevant bodies to ensure the value of audit and inspection is enhanced and actively promoted
- Regularly monitor treasury management performance

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- **Participating in meetings and making decisions**
 - To participate effectively in meetings of the Audit Committee; questioning and seeking clarification on matters falling within the committee's remit
 - To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements
 - To participate in working groups
- **Internal governance, ethical standards and relationships**
 - Understanding the financial risks associated with corporate governance; being satisfied that the authority's assurance statements including the annual governance statement reflects the risk environment and any activities required to improve it
 - To ensure the integrity of the committee's decision making and of his/ her own role by adhering to the Code of Conduct and other constitutional and legal requirements
 - To promote and support good governance by the Council
 - To understand the respective roles of members, officers and external parties operating within the Audit Committee's area of responsibility

3 Values

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

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

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Development Framework for Councillors 2014

As a member of a regulatory committee	Knowledge required	Role skills	The effective member is able to	Learning Method	Time scale
Member of an Audit Committee	<ul style="list-style-type: none"> • knowledge of the Council's Constitution • understanding of audit process • finance 	<ul style="list-style-type: none"> • challenging • monitoring 	<ul style="list-style-type: none"> • effectively co-ordinate internal and external audit activity and monitors the implementation of recommendations 	<ul style="list-style-type: none"> • comprehensive programme of training/induction for audit members before acting on the committee • regular officer briefings and guidance • advanced workshop 	<p>Induction/overview required on taking up a position on the Audit Committee</p> <p>Ongoing briefings throughout term of office</p>

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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

- **Understanding the nature of the Standards Committee and effectively fulfilling its functions by:**
 - promoting and maintaining high standards of conduct by councillors and co-opted members
 - assisting the councillors and co-opted members to observe the Members' Code of Conduct
 - advising the Council on the adoption or revision of the Members' Code of Conduct
 - monitoring the operation of the Members' Code of Conduct
 - advising on 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 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
 - 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

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- 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 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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As a member of a regulatory committee	Knowledge required	Role skills	The effective member is able to	Learning Method	Time scale
Member of a Standards Committee	<ul style="list-style-type: none"> thorough knowledge and understanding of the Members' Code of Conduct in relation to the Council and community and town councils 	<ul style="list-style-type: none"> adjudication working with officers advising others monitoring and review questioning of "witnesses" interpersonal skills communications 	<ul style="list-style-type: none"> use a range of information to make decisions monitor and challenge fellow members in considering breaches in the Members' Code of Conduct work effectively with the monitoring officer 	<ul style="list-style-type: none"> comprehensive programme of training/induction for standards members before acting on the committee regular officer briefings and guidance advanced workshop 	<p>Induction/overview required on taking up a position on the Standards Committee</p> <p>Ongoing briefings through-out term of office</p>

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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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

- To understand the respective roles of members, officers and external parties operating within the Sub-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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section H

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 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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

- **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

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, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section I Cabinet Member Role Description

1 Accountabilities

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

2 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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

- 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 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

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

Cabinet Member Person Specification

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

Portfolio leadership

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

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

- The ability to quickly develop an understanding of the allocated portfolio and to develop a broad understanding of other portfolios
- The ability to present to others
- The ability to exercise strategic awareness and judgement
- Knowledge of relevant issues and who to involve in decision making
- The ability to persuade others
- Knowledge of Council and national objectives

Providing representation for the Portfolio

- Public speaking skills
- Good presentation skills

Reporting

- High level communication skills

Taking an active part in Cabinet meetings and decisions

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

Leading partnerships and community leadership

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

Internal governance, ethical standards and relationships

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Development Framework for Councillors 2014

Cabinet Member	Knowledge required	Role skills	The effective Cabinet member is able to	Learning method	Time scale
Role of the Cabinet Member	<ul style="list-style-type: none"> understanding of the role as an individual as set out in the authority's role description and the wider role of the Cabinet team understanding of non-Cabinet team roles understanding of Council strategy/policies and operations understanding of how role fits with that of the corporate team 	<ul style="list-style-type: none"> leadership skills generic management communication ability to function within officer and member top teams ability to function strategically 	<ul style="list-style-type: none"> lead by example motivate others towards an agreed goal accept responsibility willingly act decisively in appropriate situations accept and embrace change avoid getting bogged down in minor or operational issues think creatively and 'outside the box' exercise strategic awareness and judgement recognise and respect the contribution made by non-Cabinet teams 	<ul style="list-style-type: none"> within Cabinet meetings support from Cabinet Leader Leadership Academy coaching and mentoring Cabinet development externally facilitated by means of workshops jointly with officers 	<p>Introduction on appointment to Cabinet</p> <p>Personal support ongoing</p> <p>Team development first year</p>

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Decision making	<ul style="list-style-type: none"> • knowledge relevant to issue 	<ul style="list-style-type: none"> • decision making skills • advanced information handling skills 	<ul style="list-style-type: none"> • identify and access a range of information and evidence on which to base decisions <ul style="list-style-type: none"> - including connections with conditions and current and predicted trends in the wider world - and their implications for future generations as well as current communities • distinguish between major and minor issues • think creatively • act with integrity • refer decisions to others or take advice when appropriate • involve the 'right' people in the process and encourage ownership • understand and address the 	<ul style="list-style-type: none"> • mentoring and support from Cabinet Leader and senior officers 	<p>On appointment to Cabinet and as required</p>
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			<p>implications for the whole system across all of its social, economic and environmental aspects and over the long, as well as shorter, term</p> <ul style="list-style-type: none"> • manage expectations 		
<p>Developing a strategic vision for the local area and its communities</p>	<ul style="list-style-type: none"> • knowledge of the key strategic issues and themes for the local area and the needs for improvement • understanding of the diversity within the community, and the full range of strengths, perspectives, aspirations, resources and needs associated with it • knowledge of the broader local strategic partnership agenda and the need for close collaborative working • understanding of the connections between the well-being of local communities and conditions and trends in the wider social, economic and environmental contexts 	<ul style="list-style-type: none"> • strategic vision • alliance building • communication and engagement skills 	<ul style="list-style-type: none"> • combine a clear and succinct vision with pragmatism • understand the perspectives of other strategic partners • gain the support of others to achieve the vision • recognise and address both the opportunities that are available to achieve the vision and the things that threaten it • recognise and celebrate success • demonstrate a 	<ul style="list-style-type: none"> • written information and seminar from planning officers and local strategic plan coordinators • joint information /seminars/training with key strategic partners • information/module on sustainable wellbeing and the wider social, economic and environmental context • use of Exploring Sustainable Wellbeing Toolkit • development of networks 	

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	<ul style="list-style-type: none"> • understanding the need for sustainability • understanding of Community Planning and the need for a wide vision not confined only to Local Authority services • perspectives, ambitions and 'must do' targets of strategic partners, including the Third sector • the advantages of joint and cross-agenda working – resource efficient, 'joined up' service to the service user etc. • sustainable joint service provision opportunities 		<p>commitment to equality, diversity and the well-being of future generations</p>		
Communicating decisions	<ul style="list-style-type: none"> • knowledge relevant to issue • understanding of the perspectives of communities and other internal and external stakeholder groups • communicate effectively and frequently with officers within portfolio especially service managers • communicate effectively and 	<ul style="list-style-type: none"> • communication in a variety of formats • media skills 	<ul style="list-style-type: none"> • maintain two-way contact with all stakeholders • communicate reasons for decisions • build acceptance of the legitimacy of decisions, even amongst those who might disagree with them 	<ul style="list-style-type: none"> • officer briefings and reading on issues 	As required

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	frequently with appropriate officers, other committees and portfolio members and service users as appropriate		<ul style="list-style-type: none"> • earn the support of communities and other stakeholders in implementing the decisions • recognise and address both the opportunities that are available to achieve the vision and the things that threaten it 		
Portfolio responsibilities	<ul style="list-style-type: none"> • understanding of the national policy framework for the portfolio area and links to national and local strategic policy • knowledge of the law • understanding of resource issues • knowledge of local priorities across all portfolios • understanding the connections between all of the above and current and predicted trends in the wider world, together with their implications for future generations as well as current 	<ul style="list-style-type: none"> • collaboration • research 	<ul style="list-style-type: none"> • communicate effectively and frequently with appropriate officers, other committees and portfolio members and service users as appropriate • ‘future proof’ decisions and delivery programmes within the portfolio, and work with colleagues to ensure that all the portfolios work together in consistent and coherent ways 	<ul style="list-style-type: none"> • officer briefings • reading/resource packs • meetings with stakeholders • policy area briefings from Welsh Local Government Association [WLGA] 	Intense induction to portfolio on appointment

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

	communities				
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**SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION
AND DEVELOPMENT FRAMEWORK**

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section J

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

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- 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**

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**

Chair, Vice-Chair and Assistant Vice-Chair of the Council Person Specification

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

Acting as a symbol of the Council's democratic authority

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

Chairing Council meetings

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

Upholding and promoting the Council's Constitution

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

Internal governance, ethical standards and relationships

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

Work programming

- The ability and discipline to plan and manage work programmes

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Development Framework for Councillors 2014

As a Chair/ Vice Chair/ Assistant Vice Chair of Council	Knowledge required	Role skills	The effective chair is able to	Learning Method	Time scale
Provide leadership and direction	<ul style="list-style-type: none"> • an in depth understanding of the role of the Council • in depth understanding of own role as chair • understand the role of member support officers 	<ul style="list-style-type: none"> • leadership • people management • team building 	<ul style="list-style-type: none"> • provide confident management of the member team 	<ul style="list-style-type: none"> • Leadership Academy • coaching and mentoring • support group with other chairs • chairing skills seminar 	<p>On appointment</p>
Oversee work programme	<ul style="list-style-type: none"> • understand Council priorities • understand work planning procedure • understand role and priorities of other committees 	<ul style="list-style-type: none"> • project management • planning 	<ul style="list-style-type: none"> • encourage proactivity and independent thought tempered with collaboration with officers and other committees • manage projects to support prioritisation and review 	<ul style="list-style-type: none"> • liaison with officers to define work programme • project management workshop 	<p>Within planning cycle</p> <p>When need identified</p>
Provide effective meeting management	<ul style="list-style-type: none"> • understand meeting protocols • in depth knowledge of the Members' Code of Conduct 	<ul style="list-style-type: none"> • meeting skills • facilitation • public speaking • mediation 	<ul style="list-style-type: none"> • ensure that meetings progress effectively • ensure that the necessary preparation is done beforehand 	<ul style="list-style-type: none"> • meeting skills seminar • observation, feedback/coaching by external facilitator 	<p>On appointment and as required</p>

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

		<ul style="list-style-type: none"> personal skills non verbal communication questioning listening 	<ul style="list-style-type: none"> ensure that all participants are able to make an appropriate contribution ensure that meetings are focussed and time is not wasted 		
Ensure that adequate resources are provided	<ul style="list-style-type: none"> understand the resource requirements of the Council 	<ul style="list-style-type: none"> prioritisation negotiation lobbying 	<ul style="list-style-type: none"> liaise with officers to ensure time, staff, development and funding is available for the committee 	<ul style="list-style-type: none"> budget updates from officers 	Linked to budget round
Ensure development & contribution of all members	<ul style="list-style-type: none"> understands the potential role of each team member understands the preferred team role style of each member 	<ul style="list-style-type: none"> facilitation 	<ul style="list-style-type: none"> encourage high performance from all team members and witnesses where appropriate by encouraging appropriate participation and offering feedback as required 	<ul style="list-style-type: none"> team roles identification activity 	As required
Emotional Intelligence	<ul style="list-style-type: none"> self-awareness social awareness 	<ul style="list-style-type: none"> self management advanced interpersonal skills 	<ul style="list-style-type: none"> recognise own strengths and limitations and recognise how own feelings and values affect performance 	<ul style="list-style-type: none"> the Leadership Academy personal skills development sessions receiving high level coaching/mentoring 	As required

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			<ul style="list-style-type: none"> display self control, transparency adaptability display organisational awareness 		
Leadership	<ul style="list-style-type: none"> in depth knowledge of the business of local government breadth of vision and long-term horizons understanding of the roles and responsibility of a leader as set out in the role description adopted by the authority 	<ul style="list-style-type: none"> leadership skills, including collaboration coaching skills relationship management 	<ul style="list-style-type: none"> lead, inspire, influence, develop and motivate others display a commitment to an ethos of public service and stewardship for the future lead by example project a positive image build coalitions internally and externally be brave enough to take risks manage conflict promote and subscribe to organisational values 	<ul style="list-style-type: none"> Leadership Academy development of networks support/mentoring from other council Leaders 	As required

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Develop relationships and engage with the public and community	<ul style="list-style-type: none"> knowledge of key issues relevant to the local community knowledge of working practices of Welsh Government [WG] and relevant public bodies 	<ul style="list-style-type: none"> advanced community leadership skills advanced communication advanced presentation 	<ul style="list-style-type: none"> identify and nurture external contacts identify and make use of events for developing external networks make contact with traditionally hard to reach groups or those who feel excluded from established communication links 	<ul style="list-style-type: none"> attendance at events visits to “Excellent” Councils such as those receiving awards under the “Excellence Wales” initiative collaborative training with Communities First Partnerships or other representative community groups 	As required
Communicate the Vision for the Council and the Community	<ul style="list-style-type: none"> knowledge of the strategic and community issues which have shaped the vision understanding of when and how the vision should be communicated 	<ul style="list-style-type: none"> strategic vision alliance building communication and engagement skills 	<ul style="list-style-type: none"> communicate a clear and succinct vision that has been demonstrably co-produced with local communities demonstrate a commitment to equality, diversity and the well-being of future generations 	<ul style="list-style-type: none"> Leadership Academy development of networks support/mentoring from other Council Leaders/appropriate peers joint planning training and information seminars 	As required
Understanding of Political Environment	<ul style="list-style-type: none"> understanding of the relationship between national and local politics understanding of political 	<ul style="list-style-type: none"> political vision strategic awareness 	<ul style="list-style-type: none"> demonstrate political judgement 	<ul style="list-style-type: none"> attendance at relevant events at a national level undertake peer support 	As required

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

	leadership in the community				
Relationship with Chief Executive	<ul style="list-style-type: none"> understanding of the roles and responsibilities of the Chief Executive as a manager and in his/her role of Head of Paid Service 	<ul style="list-style-type: none"> networking joint working on strategic objectives 	<ul style="list-style-type: none"> establish and maintain a positive relationship communicate effectively and frequently give appropriate feedback operate with integrity display openness and trust call the Chief Executive to account within statutory parameters 	<ul style="list-style-type: none"> participation in regular meetings and discussions with Chief Executive and other senior officers 	Ongoing and as appropriate
Relationship with key Officers e.g. Monitoring Officer Finance Officer [Section 151 Officer]	<ul style="list-style-type: none"> understanding of the legally defined role that certain officers have and the protection afforded them 		<ul style="list-style-type: none"> refer to the monitoring and finance officers for appropriate guidance 		As required
Manage reputation of council	<ul style="list-style-type: none"> knowledge of current reputation and issues for this council and local government 	<ul style="list-style-type: none"> high level media, networking and interpersonal skills 	<ul style="list-style-type: none"> work to ethical standards 	<ul style="list-style-type: none"> briefings and discussion with senior officers 	Ongoing and as appropriate

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

	<p>generally</p> <ul style="list-style-type: none"> • equality and diversity • cultural awareness • Members' Code of Conduct • standards and ethics • a sense of 'legacy', insight into, and respect for, the way future generations will look back on the Leader's period of stewardship 		<ul style="list-style-type: none"> • ensure that accurate, open and honest two-way communication takes place with public and the media • be willing to be held to account under the legal framework • project a positive image of the council to a range of audiences including the media that will stand the test of time and endure with future generations 	<ul style="list-style-type: none"> • excellence Wales open days • advanced media skills courses 	
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SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section K 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
- **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, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

- **Managing and leading the work of the Cabinet and chairing meetings**
 - To ensure the effective running of the Cabinet by managing the forward work programme and ensuring its continuing development
 - To ensure the work of the Cabinet meets national policy objectives
 - To advise and mentor other Cabinet members in their work
 - To chair meetings of the Cabinet in line with the Constitution
- **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, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Deputy Cabinet Leader

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

Cabinet Leader Person Specification

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

Providing political leadership to the Council

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

Appointing the Cabinet

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

Representing and acting as ambassador for the Authority

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

Providing leadership within the portfolio

- The skills necessary for a Cabinet member to fulfil their role

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

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

Participating in the collective decision making of the Cabinet

- The ability to constructively challenge decisions and suggest alternatives

Working with officers to lead the organisation

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Leading partnerships and community leadership

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

Internal governance, ethical standards and relationships

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

Deputy Cabinet Leader

- **As for Leader**

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Development Framework for Councillors 2014

As a Leader or Deputy Leader	Knowledge required	Role skills	The effective Leader is able to	Learning Method	Time scale
Provide leadership and direction	<ul style="list-style-type: none"> an in depth understanding of the role of the Cabinet in depth understanding of own role as Leader understand the role of member support officers 	<ul style="list-style-type: none"> leadership people management team building 	<ul style="list-style-type: none"> provide confident management of the Cabinet 	<ul style="list-style-type: none"> Leadership Academy coaching and mentoring support group with other chairs chairing skills seminar 	On appointment
Oversee work programme	<ul style="list-style-type: none"> understand Council priorities understand work planning procedure understand role and priorities of other committees 	<ul style="list-style-type: none"> project management planning 	<ul style="list-style-type: none"> encourage proactivity and independent thought tempered with collaboration with officers and other committees manage projects to support prioritisation and review 	<ul style="list-style-type: none"> liaison with officers to define work programme project management workshop 	<p>Within planning cycle</p> <p>When need identified</p>
Provide effective meeting management	<ul style="list-style-type: none"> understand meeting protocols in depth knowledge of the Members' Code of Conduct 	<ul style="list-style-type: none"> meeting skills facilitation public speaking mediation personal skills 	<ul style="list-style-type: none"> ensure that meetings progress effectively, ensure that the necessary preparation is done beforehand ensure that all participants are able to make an 	<ul style="list-style-type: none"> meeting skills seminar observation, feedback/coaching by external facilitator 	On appointment and as required

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

		<ul style="list-style-type: none"> • non verbal communication • questioning • listening 	<ul style="list-style-type: none"> • appropriate contribution • ensure that meetings are focussed and time is not wasted 		
Ensure that adequate resources are provided	<ul style="list-style-type: none"> • understand the resource requirements of the Cabinet 	<ul style="list-style-type: none"> • prioritisation • negotiation • lobbying 	<ul style="list-style-type: none"> • liaise with officers to ensure time, staff, development and funding is available for the Cabinet 	<ul style="list-style-type: none"> • budget updates from officers 	Linked to budget round
Ensure development & contribution of all members	<ul style="list-style-type: none"> • understands the potential role of each Cabinet member • understands the preferred team role style of each member 	<ul style="list-style-type: none"> • facilitation 	<ul style="list-style-type: none"> • encourage high performance from all Cabinet members and “witnesses” where appropriate by encouraging appropriate participation and offering feedback as required 	<ul style="list-style-type: none"> • Cabinet roles identification activity 	As required

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Emotional Intelligence	<ul style="list-style-type: none"> • self-awareness • social awareness 	<ul style="list-style-type: none"> • self management • advanced interpersonal skills 	<ul style="list-style-type: none"> • recognise own strengths and limitations and recognise how own feelings and values affect performance • display self-control, transparency and adaptability • display organisational awareness 	<ul style="list-style-type: none"> • the Leadership Academy • personal skills development sessions • receiving high level coaching/mentoring 	As required
Leadership	<ul style="list-style-type: none"> • in depth knowledge of the business of local government • breadth of vision and long-term horizons • understanding of the roles and responsibility of a leader as set out in the role description adopted by the authority 	<ul style="list-style-type: none"> • leadership skills, including collaboration • coaching skills • relationship management 	<ul style="list-style-type: none"> • lead, inspire, influence, develop and motivate others • display a commitment to an ethos of public service and stewardship for the future • lead by example • project a positive image • build coalitions internally and externally 	<ul style="list-style-type: none"> • Leadership Academy • development of networks • support/mentoring from other council Leaders 	As required

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

			<ul style="list-style-type: none"> • be brave enough to take risks • manage conflict • promote and subscribe to organisational values 		
Develop relationships and engage with the public and community	<ul style="list-style-type: none"> • knowledge of key issues relevant to the local community • knowledge of working practices of Welsh Government [WG] and relevant public bodies 	<ul style="list-style-type: none"> • advanced community leadership skills • advanced communication • advanced presentation 	<ul style="list-style-type: none"> • identify and nurture external contacts • identify and make use of events for developing external networks • make contact with traditionally hard to reach groups or those who feel excluded from established communication links 	<ul style="list-style-type: none"> • attendance at events • visits to “Excellent” Councils such as those receiving awards under the “Excellence Wales” initiative • collaborative training with Communities First Partnerships or other representative community groups 	As required
Communicate the Vision for the Council and the Community	<ul style="list-style-type: none"> • knowledge of the strategic and community issues which have shaped the vision • understanding of when and how the vision should be communicated 	<ul style="list-style-type: none"> • strategic vision • alliance building • communication and engagement skills 	<ul style="list-style-type: none"> • communicate a clear and succinct vision that has been demonstrably co-produced with local communities • demonstrate a commitment to equality, diversity and 	<ul style="list-style-type: none"> • Leadership Academy • development of networks • support/mentoring from other Council Leaders/appropriate peers 	As required

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			the well-being of future generations	<ul style="list-style-type: none"> joint planning training and information seminars 	
Political leadership	<ul style="list-style-type: none"> understanding of the relationship between national and local politics understanding of political leadership in the community 	<ul style="list-style-type: none"> political vision strategic awareness 	<ul style="list-style-type: none"> demonstrate political judgement 	<ul style="list-style-type: none"> attendance at relevant events at a national level undertake peer support 	As required
Relationship with the Chief Executive	<ul style="list-style-type: none"> understanding of the roles and responsibilities of the Chief Executive as a manager and in her/his role of Head of Paid Service 	<ul style="list-style-type: none"> networking joint working on strategic objectives 	<ul style="list-style-type: none"> establish and maintain a positive relationship communicate effectively and frequently give appropriate feedback operate with integrity display openness and trust call the Chief Executive to account within statutory parameters 	<ul style="list-style-type: none"> participation in regular meetings and discussions with the Chief Executive and other senior officers 	Ongoing and as appropriate
Relationship with key Officers e.g.	<ul style="list-style-type: none"> understanding of the legally defined role that certain officers have and the 		<ul style="list-style-type: none"> refer to the Monitoring Officer and Section 151 Finance Officer 		As required

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Monitoring Officer Finance Officer Officer [Section 151 Officer]	<p>protection afforded them</p>		<p>for appropriate guidance</p>		
Challenge status quo	<ul style="list-style-type: none"> • awareness and understanding of current situation and wider policy context • understanding of the process for challenge 	<ul style="list-style-type: none"> • analysis of current situation • creative thinking 	<ul style="list-style-type: none"> • take risks/innovate • challenge constructively and persuasively, challenging 'business as usual' where it is not effective and sustainable, and ensuring the 'social efficiency' of everything the Council does 	<ul style="list-style-type: none"> • reading of case studies and best practice • attendance at "Beacon" open days and Learning Exchanges within the Excellence Wales programme 	<p>Ongoing and as appropriate</p>
Manage reputation of council	<ul style="list-style-type: none"> • knowledge of current reputation and issues for this council and local government generally • equality and diversity • cultural awareness • Members' Code of Conduct • standards and ethics • a sense of 'legacy', insight into, and respect for, the way 	<ul style="list-style-type: none"> • high level media, networking and interpersonal skills 	<ul style="list-style-type: none"> • work to ethical standards • ensure that accurate, open and honest two-way communication takes place with public and the media • be willing to be held to account under the legal framework • project a positive image of the council to 	<ul style="list-style-type: none"> • briefings and discussion with senior officers • Excellence Wales open days • advanced media skills courses 	<p>Ongoing and as appropriate</p>

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	future generations will look back on the previous Leader's period of stewardship		a range of audiences including the media that will stand the test of time and endure with future generations		
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SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

SECTION L

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, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Leader and Deputy Leader of the Opposition Person Specification

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

In providing political leadership for the opposition group

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

In representing the Authority's opposition

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

Internal governance, ethical standards and relationships

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section M 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 member team
 - To promote the role of scrutiny within and outside the Council, liaising effectively both internally within the council and externally with the Council's partners
 - To demonstrate an objective and evidence based approach to scrutiny
 - To evaluate the impact and added value of scrutiny activity and identify areas for improvement
 - 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, and relevant community issues
 - To ensure that the work programme is delivered
 - To report on progress against the work programme to Council, and others as appropriate
 - To liaise with officers, other members and community representatives to resource and deliver the work programme
- **Effective meeting management**
 - To set agendas containing clear objectives and outcomes for the meeting
 - To manage the progress of business at meetings, ensuring that meeting objectives are met, and the Members' Code of Conduct and other constitutional requirements are adhered to
 - To ensure that the necessary preparation is done beforehand
 - To ensure that all participants have an opportunity to make an appropriate contribution
- **Community leadership**
 - To act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function

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- To build understanding and ownership of the overview and scrutiny function within the community
- To identify relevant community based issues for scrutiny
- To promote the full involvement of external stakeholders, for example, service users, expert witnesses and partners in scrutiny activity
- **Involvement and development of committee members**
 - To encourage effective contributions from all committee members in both committee and task and finish groups
 - To assess individual and collective performance within the committee and facilitate appropriate development
 - To champion the importance of learning and development

3. Values

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

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

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

Scrutiny Chair and Vice-Chair Person Specification

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

Providing leadership and direction

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Managing the work programme

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

Effective meeting management

- Understanding and application of meeting protocols, Members' Code of Conduct, Constitution and other constitutional requirements
- Ability to chair meetings effectively, managing the agenda and progressing business
- Ability to facilitate effective discussions
- Ability to listen and question effectively

Community leadership

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

Involving and developing of committee members

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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Development Framework for Councillors 2014

As a Committee Chair or Vice-Chair	Knowledge required	Role skills	The effective Chair is able to	Learning Method	Time scale
Provide leadership and direction	<ul style="list-style-type: none"> • an in depth understanding of the role of the committee • in depth understanding of own role as Chair • understand the role of member support officers 	<ul style="list-style-type: none"> • leadership • people management • team building 	<ul style="list-style-type: none"> • provide confident management of the member team 	<ul style="list-style-type: none"> • Leadership Academy • coaching and mentoring • support group with other chairs • chairing skills seminar 	On appointment
Oversee work programme	<ul style="list-style-type: none"> • understand Council priorities • understand work planning procedure • understand role and priorities of other committees 	<ul style="list-style-type: none"> • project management • planning 	<ul style="list-style-type: none"> • encourage proactivity and independent thought tempered with collaboration with officers and other committees • manage projects to support prioritisation and review 	<ul style="list-style-type: none"> • liaison with officers to define work programme • project management workshop 	Within planning cycle When need identified
Provide effective meeting management	<ul style="list-style-type: none"> • understand meeting protocols • in depth knowledge of the Members' Code of Conduct 	<ul style="list-style-type: none"> • meeting skills • facilitation • public speaking • mediation 	<ul style="list-style-type: none"> • ensure that meetings progress effectively, • ensure that the necessary preparation is done beforehand • ensure that all 	<ul style="list-style-type: none"> • meeting skills seminar • observation, feedback/coaching by external facilitator 	On appointment and as required

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

		<ul style="list-style-type: none"> personal skills non verbal communication questioning listening 	<ul style="list-style-type: none"> participants are able to make an appropriate contribution ensure that meetings are focussed and time is not wasted 		
Ensure that adequate resources are provided	<ul style="list-style-type: none"> understand the resource requirements of the committee 	<ul style="list-style-type: none"> prioritisation negotiation lobbying 	<ul style="list-style-type: none"> liaise with officers to ensure time, staff, development and funding is available for the committee 	<ul style="list-style-type: none"> budget updates from officers 	Linked to budget round
Ensure development & contribution of all members	<ul style="list-style-type: none"> understands the potential role of each team member understands the preferred team role style of each member 	<ul style="list-style-type: none"> facilitation 	<ul style="list-style-type: none"> encourage high performance from all team members and “witnesses” where appropriate by encouraging appropriate participation and offering feedback as required 	<ul style="list-style-type: none"> Team roles identification activity 	As required

**SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION
AND DEVELOPMENT FRAMEWORK**

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section N 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, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

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**

Chair and Vice-Chair of Regulatory Committee Person Specification

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

- **Providing leadership and direction**
 - Ability to conduct meetings to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused
 - Understanding of the Council's role and ability to ensuring that stake holders are aware of that role
 - Communication skills
 - Knowledge of local issues
 - Ability to manage the work of the committee
 - Ability to support and develop necessary skills in fellow members of the committee
- **Promoting the role of the regulatory committee and quasi-judicial decision making**
 - Understanding and appreciation of the regulatory framework
 - Ability to inspire and enthuse committee members for the work of the committee
 - Integrity and the ability to set aside own views and act impartially
 - Knowledge and understanding of the relevant Members' Code of Conduct and protocols and the ability to champion them
- **Internal governance, ethical standards and relationships**
 - Knowledge and understanding of the Members' Code of Conduct and protocols
 - Knowledge of and commitment to the values of the Council

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section O Chair and Vice Chair of Audit Committee Role Description

Chair

1 Accountabilities

- To Full Council
- The members of the Audit Committee
- To the Public

2 Role purpose and activity

▪ Providing leadership and direction

- To demonstrate independence, integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
- To agree the agendas for Audit Committee meetings
- To lead the Committee in its role in:

Risk and Control

- Ensure the risk management strategy guides the programme of internal and external work, to address the controls and risk related issues identified
- Oversee the production of the annual governance statement, recommend its adoption to Full Council and ensure appropriate action is taken to address the issues raised

Internal Audit

- To consider and approve the annual audit opinion on internal control and the level of assurance given to the corporate governance arrangements
- Approve the annual audit plan, ensuring there is sufficient and appropriate coverage, with a strong emphasis on risk management and resources are available to implement the plan
- Receive and review internal audit reports and ensure officers respond promptly to the findings. Where necessary recommendations to other committees and portfolio holders will be made, to ensure action plans are implemented

External Audit

- Consider and approve the annual letter, regulatory plan and specific reports as agreed
- Where necessary ensure action is taken by officers to address those issues raised, and if necessary, recommendations to other committees and portfolio holders will be made to address findings and deliver clear conclusions
- Comment on the scope and depth of the external audit work, to ensure it gives value for money

Other

- Assess and approve the annual statement of accounts, external audit opinion and management representation in relation to annual audit findings

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

- Promote effective relationships between external and internal audit, Inspection agencies and other relevant bodies to ensure the value of audit and inspection is enhanced and actively promoted
- Regularly monitor treasury management performance
 - To attend briefing meetings
 - To participate in the Joint Chairs meetings and the evaluation/ improvement of scrutiny
 - To participate in meetings of the Finance Scrutiny Panel.
- **Promoting the role of the Audit Committee**
 - To act as an ambassador for the Audit Committee, facilitating understanding of the role
 - To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
 - To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in the audit process
- **Internal governance, ethical standards and relationships**
 - Understanding the financial risks associated with corporate governance; being satisfied that the authority's assurance statements, including the annual governance statement, reflect the risk environment and any activities required to improve it
 - To develop the standing and integrity of the Committee and its decision making
 - To understand the respective roles of members, officers and external parties operating within the Committee's area of responsibility
 - 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

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, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section P 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 and co-opted members, church and parent governor representatives
 - assisting 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
 - 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

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

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, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section Q 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, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

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, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section R 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 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
 - To participate in meetings of the Finance Scrutiny Panel.
- **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

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- 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

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Section S Chair and Vice-Chair of the Shire Role Description

Chair

1. Accountabilities

- To Full Council
- To the Members of the Shire
- To the public

2. Role Purpose and Activity

- **Acting as a symbol of the Council's democratic authority**
 - As the ceremonial head of the Shire, to be non-political and uphold the democratic values of the Council
 - To represent the Shire at civic and ceremonial functions
 - To represent the Chair of the Council at civic and ceremonial functions as requested
- **Chairing Shire meetings**
 - To preside over meetings of the Shire, so that its business can be carried out efficiently
 - To ensure the Shire 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 Shire

3. Values

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

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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**

Chair and Vice-Chair of the Shire Person Specification

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

Acting as a symbol of the Council’s democratic authority

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

Chairing Shire meetings

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

Upholding and promoting the Council’s Constitution

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

Internal governance, ethical standards and relationships

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

Work programming

- The ability and discipline to plan and manage work programmes

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Development Framework for Councillors 2014

As a Chair/ Vice Chair of Shire Committee	Knowledge required	Role skills	The effective chair is able to	Learning Method	Time scale
Provide leadership and direction	<ul style="list-style-type: none"> • an in depth understanding of the role of the committee • in depth understanding of own role as chair • understand the role of member support officers 	<ul style="list-style-type: none"> • leadership • people management • team building 	<ul style="list-style-type: none"> • provide confident management of the member team 	<ul style="list-style-type: none"> • Leadership Academy • coaching and mentoring • support group with other chairs • charring skills seminar 	On appointment
Oversee work programme	<ul style="list-style-type: none"> • understand Council priorities • understand work planning procedure • understand role and priorities of other committees 	<ul style="list-style-type: none"> • project management • planning 	<ul style="list-style-type: none"> • encourage proactivity and independent thought tempered with collaboration with officers and other committees • manage projects to support prioritisation and review 	<ul style="list-style-type: none"> • liaison with officers to define work programme • project management workshop 	Within planning cycle When need identified
Provide effective meeting management	<ul style="list-style-type: none"> • understand meeting protocols • in depth knowledge of the Members' Code of Conduct 	<ul style="list-style-type: none"> • meeting skills • facilitation • public speaking • mediation 	<ul style="list-style-type: none"> • ensure that meetings progress effectively, • ensure that the necessary preparation is done beforehand • ensure that all 	<ul style="list-style-type: none"> • meeting skills seminar • observation, feedback/coaching by external facilitator 	On appointment and as required

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		<ul style="list-style-type: none"> personal skills non verbal communication questioning listening 	<ul style="list-style-type: none"> participants are able to make an appropriate contribution ensure that meetings are focused and time is not wasted 		
Ensure that adequate resources are provided	<ul style="list-style-type: none"> understand the resource requirements of the committee 	<ul style="list-style-type: none"> prioritisation negotiation lobbying 	<ul style="list-style-type: none"> liaise with officers to ensure time, staff, development and funding is available for the committee 	<ul style="list-style-type: none"> budget updates from officers 	Linked to budget round
Ensure development & contribution of all members	<ul style="list-style-type: none"> understands the potential role of each team member understands the preferred team role style of each member 	<ul style="list-style-type: none"> facilitation 	<ul style="list-style-type: none"> encourage high performance from all team members and “witnesses” where appropriate by encouraging appropriate participation and offering feedback as required 	<ul style="list-style-type: none"> team roles identification activity 	As required
Emotional Intelligence	<ul style="list-style-type: none"> self-awareness social awareness 	<ul style="list-style-type: none"> self management advanced interpersonal skills 	<ul style="list-style-type: none"> recognise own strengths and limitations and recognise how own feelings and values affect performance 	<ul style="list-style-type: none"> the Leadership Academy personal skills development sessions receiving high level coaching/mentoring 	As required

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			<ul style="list-style-type: none"> display self control, transparency adaptability display organisational awareness 		
Develop relationships and engage with the public and community	<ul style="list-style-type: none"> knowledge of key issues relevant to the local community knowledge of working practices of Welsh Government [WG] and relevant public bodies 	<ul style="list-style-type: none"> advanced community leadership skills advanced communication advanced presentation 	<ul style="list-style-type: none"> identify and nurture external contacts identify and make use of events for developing external networks make contact with traditionally hard to reach groups or those who feel excluded from established communication links 	<ul style="list-style-type: none"> attendance at events visits to "Excellent" Councils such as those receiving awards under the "Excellence Wales" initiative collaborative training with Communities First Partnerships or other representative community groups 	As required
Communicate the Vision for the Council and the Community	<ul style="list-style-type: none"> knowledge of the strategic and community issues which have shaped the vision understanding of when and how the vision should be communicated 	<ul style="list-style-type: none"> strategic vision alliance building communication and engagement skills 	<ul style="list-style-type: none"> communicate a clear and succinct vision that has been demonstrably co-produced with local communities demonstrate a commitment to equality, diversity and the well-being of future generations 	<ul style="list-style-type: none"> Leadership Academy development of networks support/mentoring from other Council Leaders/appropriate peers joint planning training and information seminars 	As required
Relationship	<ul style="list-style-type: none"> understanding of the roles and 	<ul style="list-style-type: none"> networking 	<ul style="list-style-type: none"> establish and maintain 	<ul style="list-style-type: none"> participation in regular 	Ongoing and

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<p>with the Management Team</p>	<p>responsibilities of the Chief Executive as a manager and in his/her role of Head of Paid Service</p>	<ul style="list-style-type: none"> joint working on strategic objectives 	<p>a positive relationship</p> <ul style="list-style-type: none"> communicate effectively and frequently give appropriate feedback operate with integrity display openness and trust call the Chief Executive to account within statutory parameters 	<p>meetings and discussions with the Chief Executive and other senior officers</p>	<p>as appropriate</p>
<p>Manage reputation of council</p>	<ul style="list-style-type: none"> knowledge of current reputation and issues for this council and local government generally equality and diversity cultural awareness Members' Code of Conduct standards and ethics a sense of 'legacy', insight into, and respect for, the way future generations will look 	<ul style="list-style-type: none"> high level media, networking and interpersonal skills 	<ul style="list-style-type: none"> work to ethical standards ensure that accurate, open and honest two-way communication takes place with public and the media be willing to be held to account under the legal framework project a positive image of the council to a range of audiences 	<ul style="list-style-type: none"> briefings and discussion with senior officers "Excellence Wales" open days advanced media skills courses 	<p>Ongoing and as appropriate</p>

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	back on the previous Leader's period of stewardship		including the media that will stand the test of time and endure with future generations		
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**SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION
AND DEVELOPMENT FRAMEWORK**

SECTION 23 – MEMBER ROLE DESCRIPTIONS, PERSON SPECIFICATION AND DEVELOPMENT FRAMEWORK

Section T 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.

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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

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Member Champion Person Specification

Within the Council

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

In the Community

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