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AGENDA

Committee	DEMOCRATIC SERVICES COMMITTEE
Date and Time of Meeting	MONDAY, 1 OCTOBER 2018, 5.00 PM
Venue	COMMITTEE ROOM 2, COUNTY HALL, ATLATIC WHARF, CARDIFF
Membership	Councillor Jones-Pritchard (Chair) Councillors Burke-Davies, Goddard, Goodway, Kelloway, Lister, McKerlich, Murphy, Naughton, Keith Parry, Sandrey and Wong

1 Apologies for Absence

To receive apologies for absence.

2 Chairperson, Membership and Terms of Reference

Chairperson - to note that the Council at its meeting on 24 May 2018 appointed Councillor Mike Jones- Pritchard as Chairperson of this Committee.

Membership - to note the Council at its meeting on 24 May 2018 appointed the following Members to this Committee:

Councillors Burke- Davies, Goddard, Goodway, Jones-Pritchard, Kelloway, Lister, McKerlich, Murphy, Naughton, Keith Parry, Sandrey, Singh and Wong

Terms of Reference- are as follows: -

- i To carry out the Local Authority's function of designating the Head of Democratic Services;
- ii To keep under review the provision of staff, accommodation and other resources made available to the Head of Democratic Services in order to ensure that it is adequate for the responsibilities of the post;
- iii To make reports, at least annually, to the full Council in relation to these matters.

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3 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

4 Minutes - 24 May 2018 *(Pages 3 - 4)*

To approve as a correct record the minutes of the previous meeting.

5 Democratic Services - Activities & Service Support Matters *(Pages 5 - 14)*

6 Support and Services Comparison Against the Welsh Local Government Association (WLGA) Charter for Member Support and Development *(Pages 15 - 28)*

7 Member Role Descriptions *(Pages 29 - 98)*

8 Member Development Programme *(Pages 99 - 106)*

9 Forward Work Programme *(Pages 107 - 110)*

10 Urgent Items (if any)

11 Date of Next Meeting - 14 January 2018 at 5.00pm

Davina Fiore

Director Governance & Legal Services

Date: Tuesday, 25 September 2018

Contact: Gill Nurton 029 20873432 g.nurton@cardiff.gov.uk

DEMOCRATIC SERVICES COMMITTEE

24 MAY 2018

Present: County Councillor Jones-Pritchard(Chairperson)
County Councillors Burke-Davies, Goddard, Kelloway, Lister,
McKerlich, Murphy, Naughton and Wong

52 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Sandrey.

53 : DECLARATIONS OF INTEREST

The Chairperson reminded Members of their responsibility under Part III of the Members' Code of Conduct to declare any interest in general terms and to complete personal interest forms at the start of the meeting and then, prior to the commencement of the discussion of the item in question, specify whether it is a personal or prejudicial interest. If the interest is prejudicial, Members would be asked to leave the meeting and if the interest is personal, Members would be invited to stay, speak and vote.

54 : MINUTES

The minutes of the meeting held on 5 February 2018 were approved by the Committee as a correct record and were signed by the Chairperson.

55 : DESIGNATION OF HEAD OF DEMOCRATIC SERVICES

RESOLVED: that Mr Gary Jones be designated as the Head of Democratic Services with effect from 2 July 2018.

The meeting terminated at 3.50 pm

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REPORT OF THE HEAD OF DEMOCRATIC SERVICES

DEMOCRATIC SERVICES – ACTIVITIES & SERVICE SUPPORT MATTERS

Reason for this Report

1. The purpose of this report is to inform the Democratic Services Committee on the performance of the Council's Democratic Services.

Background

Role of the Democratic Services Committee

2. The Local Government (Wales) Measure 2011, Part 1, Chapter 2, <https://www.legislation.gov.uk/mwa/2011/4/part/1/chapter/2> requires local authorities to appoint a Democratic Services Committee to oversee the Democratic Services functions of the Council, ensure that the work is adequately resourced and report to the full Council accordingly. The Democratic Services functions include Members' Services, Committee Services and Scrutiny Services, but not Cabinet Support Services.

Issues

Head of Democratic Services

3. The Democratic Services Committee on 25 May 2018 met to designate the Head of Democratic Services as required by the Local Government (Wales) Measure 2011 following the Appointment Committee process which concluded on 29 March 2018.
4. Mr Gary Jones was designated as Head of Democratic Services with effect from 2 July 2018.

Members Services

5. An appointment to the vacant Members Services Support Officer post was made in July 2018, and Georgina Jones took up the role on 9 July 2018.
6. One of the key services support provided by the Members Services team is operational responsibility for the Members Enquiry System (MES). Table 1 provides an update on the number and method of reporting Member Enquiries:

Table 1

Enquiry Type	Q4 2017/18	Q1 2018/19	Q2¹ 2018/19
Total Enquiries	1362	1533	1387
Member Self-serve	643	695	673
Logged by Officer	719	838	714
Time taken to close in days.	12.9	15.1	11.4

¹ Until 18 September 2018

7. Currently 70 out of 75 Councillors use the MES. The MES is an important tool to effectively deal with the issues raised by residents with their Councillor. Logging enquiries provides senior managers with data on the key service issues, logging frequency and trends. The complexity and multi-service nature of some enquiries means that response times can exceed the 10 calendar days.
8. As part of the Community Council Charter Members Services are also providing the MES service to the Clerks of the six Community Councils on a pilot basis for 3 months from 1 August 2018. So far there has been a positive response from the Clerks to the service being provided and the team have been commended for their work.
9. The Members Services team is constantly monitoring MES and responses for Councillors and chasing or escalating matters as necessary. The team liaise closely with agents in Directorates and regularly meet with teams to deal with specific issues in particular in relation to Requests for Service.
10. The Members Services Support Team also provide assistance to Councillors:
 - As the first point of access for Members ICT/Telephone; allocation of IT equipment; and early stage troubleshooting support;
 - For general administrative support i.e. handling correspondence; typing, scanning, mail merges etc.;
 - For maintaining an electronic record of Members Surgeries; preparing data for publication on website; and preparing surgery notices;
 - By supporting members in arranging room bookings for meetings relating to ward matters; with constituents or outside body representatives
 - When arranging welsh translation in accordance with the statutory requirements of the Welsh Language Standards;
 - Providing content for the Members' weekly brief
 - Providing stationery and office supplies; and
 - Overseeing Members' business offices including offices for Chairs of Committees and communal members areas;

Committee Services

11. The Committee Services team provide administrative support to Council and all Committees of Council which includes preparation of agendas, minutes & reports packs using Modern.Gov; publishing; booking rooms for meetings

and pre-meetings; support to Lord Mayor as Chair of Council; Chairs of Committees. To date 94 formal meetings of Council and Committees have been held.

12. In addition to Committee administration the team carry out the following functions:

Council Governance: custodians of the:

- Constitution;
- Declaration of Acceptance of Office;
- Cardiff Undertaking;
- Register of Political Groups.

Member Governance: maintain up to date records of:

- Register of Individual Member Interests;
- Conference and Events Register;
- Hospitality Register;
- Outside Bodies Membership administration of Register and notification;
- Attendance & Apologies Register
- Arrange welsh translation in accordance with the statutory requirements of the Welsh Language Standards;
- Provide guidance and support in the preparation, publication & translation of Members Annual Reports and Member Information.

Public Engagement support given to:

- Public questioners at Council;
- Hosting attendees and visitors;
- Petitioners & public at Committee meetings.

Liaison with Members and External Bodies

- Produce & issue the Members Diary;
- Issuing of Member Electronic Briefs
- Members of Parliament and Assembly Members;
- Welsh Local Government Association Networks & projects;
- Report to & liaise with Independent Remuneration Panel;
- Wales Audit Office with inspections; providing information & reports; & at meetings;
- Liaise with a range of Outside Bodies.

Corporate Support

- Emergency Management on call on a rota basis;
- Representing Committee & Members Services at corporate meetings such as Welsh Language Co-ordinators

Management and development of systems

- Modern.Gov;
- Conference System;
- Webcasting
- Facebook Live

Members ICT

13. Elected Members were provided with IT provision to support their role as Councillors. The 2017 offer for new and returning Members included:

- Dell Laptop E5470 – Windows based or
- Dell latitude Tablet – Windows based and
- Android Samsung Galaxy S7 with Blackberry Works or
- Blackberry Works on Councillors personal Smartphone

Some returning Members preferred to remain with existing IT provision which was still within contract and included

- iPad – various models generally 2 years plus old
- Apple iPhone 7 Plus – also 2 years plus old with Blackberry Works

14. At recent meetings with Party Group Whips a number of issues have been raised relating to:

- Access to power points in meeting rooms to plug in or charge devices;
- Wi-Fi connectivity in Council and City Hall at meetings;
- Automatic updates;
- Resetting of passwords and number of passwords to access the variety of services available to Members
- Screen saving and timing out of documents
- Accessing Member Enquiry Systems on smartphones and iPad.

15. These matters are impeding a Councillor's ability to work electronically and support the reduction on reliance of paper and have been drawn to the Digital Manager's attention and a response is awaited.

Modern.Gov

16. Modern.Gov is the Committee Management System used by the Democratic Services team to co-ordinate the production of agenda, minutes, Forward Plans and programmes and provides a dual language website with an array of information.
17. The Democratic Services webpages created with Modern.Gov keeps Members up to date on all information relating to the decision making process and provides links for the public to view the activities and outcomes of formal meetings.
18. The Modern.Gov App is available for all Members devices and provides access to those with appropriate permissions to public and exempted meeting information. This enables the authority to provide a paperless solution to the production and circulation of reports, minutes and agenda. There is an ongoing programme supported by the Committee Services team to provide training on how to effectively use the App to annotate their meeting documents and how to access exempted papers. The benefits for Members of the Mod.Gov App are that it supports the service in making efficiencies in its printing and postage budgets.
19. In addition, the Committee team are working on further improvements to Modern.Gov and users guides to support Members with remote access and greater options for self-service.

20. A representative of the team has also been invited to participate in the focus group for the new version of the Modern.gov App which will have improved functionality and performance.
21. The team actively participate in the South Wales Modern.Gov User Group which provides free training and opportunities to network with up to 13 of the 19 other Local Authorities in Wales who use Modern.gov.

Printing

22. The provision of IT and the Modern.Gov platform to Members and officers has significantly supported the reduction in reliance on hard copy papers at meetings. It is recognised that Members have individual requirements and adjustments are made to accommodate those Members.
23. The Table 2 below demonstrates the efficiencies that have been achieved with the support of Elected Members by Committee & Members Services since 2013/14 when the Members technology was updated.

Table 2

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Q1	£12,067.25	£6,723.24	£5,484.18	£3,097.30	£2,265.60	£2,121.69
Q2	£10,506.46	£5,436.43	£5,979.68	£4,161.19	£2,844.59	£755. ²
Q3	£9,219.48	£3,771.17	£2,437.77	£2,570.25	£2,206.46	£0.00
Q4	£11,723.87	£5,889.20	£4,153.48	£3,112.57	£4,644.91	£0.00
Total	£43,517.06	£21,820.04	£18,055.11	£12,941.31	£11,961.56	£2,876.85

² September data to be included

Webcasting

24. The Council has a contract for 100 hours of webcasting per year for broadcasting live streaming of Council, Planning and Scrutiny Committees.
25. The Directorate Plan has a Performance Indicator to measure public engagement activity and ability to access the decision making processes of Council. Table 3 below set out the number of hits per quarter in this municipal year.

Table 3

Key Performance Measure	Full Year Target	3 Month Target	2018/19			
			Q1 Result (Adjusted)	Q2 Result ³	Combined total / Combined target	RAG Rating
The total webcast hits: Full Council	2,500	625	231(41)	308	580/1250	46.4%
The total webcast hits: Planning Committee	2,000	500	245(46)	166	457/1000	45.7%
The total webcast hits: Scrutiny	500	125	284(40)	69	393/250	157.2%

³ Figures as at 21 September 2018

26. The number of hits from all of the webcast meetings is continually monitored. During Q2 a number of additional hits were achieved on the archived meetings in Q1 and these are the figures shown in brackets in the Q1 Result (Adjusted) column.

Scrutiny Services

Overview and Scrutiny – Fit for the Future?

27. The Scrutiny Team has received the final report following the Wales Audit Office review entitled Overview and Scrutiny – Fit for the Future? The report identifies that “the scrutiny arrangements are well-developed and supported by a culture that makes them well-placed to respond to current and future challenges, but the Council could be more innovative in how it undertakes scrutiny activity”.
28. The report made five proposals for improvement which could enhance the efficiency and effectiveness of the scrutiny function to make it better placed to meet current and future challenges. These proposals are currently being considered by the Scrutiny Team who are forming an action plan which will be considered by the Policy Review and Performance Scrutiny Committee on 3rd October 2018.

Scrutiny Committee Work Programming

29. The work programmes of the Scrutiny Committees are being finalised in preparation for publication on the Cardiff Council website. It is hoped that this will assist in promoting the activities of the scrutiny committees, identify those meetings which are being webcast and encourage engagement and participation in the scrutiny process.

Corporate Apprenticeship – Democratic Services

30. The Democratic Services Team (Members\Committees\Scrutiny) submitted a successful bid for a Corporate Apprentice who is expected to undertake the apprenticeship role with the team in 2019. The Team are now progressing the recruitment of a suitable apprentice and are hoping to use an event scheduled during Local Democracy Week to provide potential applicants with an opportunity to meet representatives of the Team and to gain further information of the Corporate Apprentice Democratic Services role.

Local Democracy Week 2018 (15-19 October 2018)

31. “European Local Democracy Week” is an annual event with national and local events organised by participating local authorities in all Council of Europe member States. The purpose is to foster the knowledge of local democracy and promote the idea of democratic participation at a local level. While the week is overseen by the Council of Europe, it is each local and regional community which organises events.

32. The Democratic Services Team is hoping to provide 2 small events which will act as pilots for National Democracy Week being held in July 2019. One event will be led by the Electoral Services Team to encourage electoral registration with the Black and Minority Ethnic community. The second event will involve representatives from across the Democratic Services team to raise awareness of young people on the Democratic processes supported by the Council.
33. The full details of the events are still being developed but it is hoped that key ward and other Elected Members will be invited to attend and support the events. All Elected Members will be advised of the events, activities and details when they have been confirmed.

Members Annual Reports

34. The Local Government (Wales) Measure 2011 requires every Local Authority in Wales to make arrangements for all Councillors to make and publish an Annual report about their activities. The WLGA in consultation with Member Support Officer Group agreed a template which was adopted on an all Wales basis. As these reports are published on the Council Website and as with all Councillor profile related information, they need to meet the Welsh Language Standards and be published bilingually.
35. Members were provided with the opportunity to submit their report and so far 15 Members have submitted individual Annual Reports and 11 Councillors have submitted Annual reports as Ward Groups. These are currently in the process of being translated before being published on the Members profile page on the website.

Networks

Member Development Champions Network and Member Support Officer (MSO)

36. These networks aim to improve the services and member development opportunities provided to Councillors. The MSO is primarily for officers, with Councillors forming the Member Development Champions Network. The two networks have joint meetings on a regular basis to share views and ideas.
37. Since the last ordinary meeting of this Committee two joints meetings have been held 15 March and 3 July 2018. The key topics considered were:
- Feedback from the WLGA on its response to the Welsh Government [Green Paper on Strengthening Local Government Delivering for People](#)
 - Diversity in Democracy
 - Review of guidance documents and information in relation to the following:
 - Social Media : A Guide to Members;
 - On line abuse and Personal Safety
 - GDPR
 - WAO Scrutiny Study Fit for the Future – feedback
 - The re-establishment of Scrutiny Champions Network.

Resources

38. The Committee will be aware of the Budget Strategy report considered at Full Council on 19 July 2018. The report identified the projected budget gap and the requirement for a number of measures to be brought together to meet those challenges in 2019/20. Directorates have been asked to model for savings of 17.5% which in terms of Scrutiny, Committee & Member Services and Electoral Services equates to a saving target of approximately £167,000.
39. The Head of Democratic Services is currently liaising with all stakeholder groups including lead Cabinet Members; Scrutiny Chairs, Whips and managers on achievable savings and modelling of the services.

Legal Implications

40. Under the Local Government (Wales) Measure 2011, Part 1, the Democratic Services Committee is responsible for overseeing the democratic services functions of the Council and the resources made available for these functions.
41. The Democratic Services functions (which must be discharged by the Head of Democratic Services) are defined as follows:
 - (a) to provide support and advice:
 - to the authority in relation to its meetings;
 - to committees of the authority and the members of those committees;
 - to any joint committee which a local authority is responsible for organising and the members of that committee;
 - in relation to the functions of the authority's scrutiny committees,
 - to members of the authority, members of the executive and officers;
 - to each member of the authority in carrying out the role of member of the authority (but excluding a member's role as an Executive member);
 - (b) to promote the role of the authority's Scrutiny Committees;
 - (c) to make reports and recommendations to Council in respect of the number and grades of staff required to discharge democratic services functions and the appointment, organisation and proper management of those staff; and
 - (d) any other functions prescribed by the Welsh Ministers.
42. In determining how to exercise its functions, the Committee must have regard to the statutory guidance issued by the Welsh Ministers.

Members' Annual Reports

43. Under Section 5 of the Local Government (Wales) Measure 2011, and the Statutory Guidance issued by Welsh Government on 16 May 2013, Local Authorities must make arrangements enabling Elected Members to produce Annual Reports on their Council activities during the previous year. This includes enabling any Cabinet member to report on their Cabinet activities during the year. The Council must also publicise information about these arrangements to both Members and the wider public. However, there is no mandatory duty on Members or Cabinet Members to make an Annual Report on their activities.
44. Any reports produced by Members must be published by the Council, but the Council may set conditions or limits on what is included in a report.
45. The Council must not publish any party political material, that is, anything which appears to be designed to affect public support for a political party (under section 2 of the Local Government Act 1986). The Statutory Guidance (paragraph 1.6) states that the report should contain only factual information relating to the work of the Councillor; should avoid promoting political achievements; be written in the past tense and be limited to two sides of A4.
46. The information set out in the body of this report enables the Democratic Services Committee to oversee the work of democratic services, ensure the work is adequately resourced and report to full council as appropriate.

Financial Implications

47. This report is for information and there are no direct financial implications.

RECOMMENDATIONS

The Committee is requested to note the detail provided in the report and provide any further feedback on the Support Services provided to Councillors.

GARY JONES
HEAD of DEMOCRATIC SERVICES
25 September 2018

Background Papers - None

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REPORT OF THE HEAD OF DEMOCRATIC SERVICES

SUPPORT AND SERVICES COMPARISON AGAINST THE WELSH LOCAL GOVERNMENT ASSOCIATION (WLGA) CHARTER FOR MEMBER SUPPORT & DEVELOPMENT

1. Purpose of Report.

- 1.1 To consider the support provided to the Elected Members of the Authority in comparison with the support and services required to achieve the WLGA Charter for Member Support & Development.

2. Background.

2.1 What is the Charter?

- 2.1.1 Elected Members today face increasing challenges. Under the modernisation agenda, there are heightened expectations on them to undertake a diversity of roles ranging from that of community leader to their special responsibilities within the Council. Throughout Wales, authorities are striving to provide the best possible support for their members to enable them to meet these challenges. This takes the form of skill and knowledge development, support facilities, and support services.
- 2.1.2 The Welsh Local Government Association has a long history of working with authorities to help them develop these activities. To provide structure to the national programme of support, the Wales Charter for Member Support and Development was developed collaboratively by the Association, Elected Members representing each of the political groups and member support officers from each authority.
- 2.1.3 The Charter aims to provide a broad framework for local planning, self-assessment, action and review together with networking and comparison amongst authorities and the sharing of good and innovative practice. Its wide adoption has raised the overall amount and standard of support given to members in Wales.
- 2.1.4 There are 2 levels of award with the first level normally requiring to be achieved before progressing to the next level:
 1. (Standard) Charter Award
 2. Advanced Charter Award
- 2.1.5 The following local authorities currently hold the Charter and Advanced Charter awards:

(Standard) Charter Award

1. Pembrokeshire Coast National Park Authority
2. Snowdonia National Park Authority
3. Blaenau Gwent County Borough Council
4. Caerphilly County Borough Council
5. Mid and West Wales Fire and Rescue Authority
6. Powys County Council
7. Gwynedd Council

Advanced Charter Award

1. Rhondda Cynon Taf County Borough Council
2. Brecon Beacons National Park Authority

- 2.1.6 The Charter is awarded for a period of three years after which an authority is able to relinquish, maintain or improve its charter status.
- 2.2 The Good Practice and Innovation Award for Member Support and Development is an award which seeks to recognise and share excellent or innovative practice in member support and development. The award aims to recognise activities that have demonstrably improved practice in Wales. The following Authorities achieved the Good Practice and Innovation Award:
- Caerphilly County Borough Council - 2016
 - Bridgend County Borough Council - 2013
 - Rhondda Cynon Taf County Borough Council – 2013
- 2.3 The Local Government (Wales) Measure 2011 introduced legislative requirements for corporate governance and member support and development. Therefore, the Charter criteria were further developed to enhance and enable these legal requirements.
- 2.4 The (Standard) **Charter Award** is a self-assessment undertaken by the Authority, documented and submitted to the WLGA, who will review the submission and determine whether to make the award. The (Standard) Charter Award is designed to establish that an essential range of support and development arrangements are in place, monitored and recorded.
- 2.5 The **Advanced Charter Award** is a further self-assessment, documented and submitted to the WLGA in the same way as the (Standard) Charter Award submission. It is further underpinned by a peer assessment including a site visit undertaken by officers, and member peers from Wales and England. The Advanced Charter is designed to recognise that the arrangements required for the Charter are working effectively.
- 2.6 There are two primary benefits of achieving the WLGA Charter:
1. The Auditors, Inspectors, Regulators (AIRs) have acknowledged that a Council which has achieved the Charter has Elected Members who are aware of key topics, are provided with development opportunities to broaden their knowledge and skills, have a good understanding of their roles and responsibilities and are more likely to make more informed decisions.

2. That all Elected Members of the Authority have the confidence that the support and development provided to them is of a high standard when measured against a nationally recognised standard.

3. Issues

- 3.1 An assessment has been undertaken for each of the main criteria which form the standard WLGA Charter award to determine how the support currently provided to Elected Members of this Authority compares with the support and services required to achieve the WLGA Charter for Member Support & Development. Each criteria has been categorised as follows:

- Green - Few or minimal changes from the established processes.
- Amber - Some changes with an element of significant change to existing processes and activities.
- Red - Significant change to existing processes and activities or the introduction of new processes or activities.

	Topic	Standard	Clarification	Status
A1	Members are supported with role descriptions.	<p>Role descriptions are adopted for the:</p> <ul style="list-style-type: none"> • Leader • Deputy Leader • Cabinet Members • Scrutiny Members • Scrutiny Chairs • Scrutiny Co-optees • Chairs of statutory committees • Chairs of area committees • Chair of the Audit Committee • Members of Audit Committee • Chair of Democratic Services • Member of Democratic Services • Ward Member, including community, leadership and case work • Chair of Standards committee • Member of Standards Committee • Leader of the Opposition • Member Champion 	<p>What does adopted mean?</p> <p>Role descriptions exist and have been formally adopted for all the roles listed. There is no need at this level for members to evidence that they perform the roles outlined in the descriptions but they should understand what their role is and what is expected of them.</p> <p>What can be defined as a role description? See:</p> <ul style="list-style-type: none"> • the WLGA model role descriptions for Welsh Authorities and • the WLGA document <i>The Role of Councillors in Collaboration</i> and • The Model Role description for a Scrutiny Co-optee Appendix A Local Government (Wales) Measure 2011 	<p>AMBER</p> <p>Role Descriptions currently exist but a review of them maybe required prior to submission to Council for approval and adoption.</p>

	Topic	Standard	Clarification	Status
		<ul style="list-style-type: none"> Guidance is provided to members on their role on outside bodies. 	Outside Bodies Where members are responsible for formally representing the Authority or making decisions that could impact on the Authority or have legal obligations as - for example trustees of an organisation, they should be provided with a role description. In all instances members should be provided with guidance on their role on the outside body. Officers should secure (where available) terms of reference from outside bodies.	The WLGA provides general guidance for appointment to outside bodies. Role descriptions for responsibilities as representatives on Outside Bodies needs to be developed and agreed
A2	Members are supported in undertaking their duties according to high standards of conduct.	All members are provided with training and development in the detail of the Members Code of conduct, taking into account any changes in the model or local codes as they emerge.	What can be interpreted as training and development? Any activities which help members understand what the code is and how they need to work within it. This could include written guidance, induction sessions, workshops, Q&A sessions.	GREEN All Members completed Essential Code of Conduct training with the Monitoring Officer as part of their Induction. The Ethics and Standards Committee issues regular newsletters highlighting certain issues, and does an annual report to Council.
A3	Members are supported in understanding their roles and responsibilities as set out in the Constitution.	All members have received training on and understand the contents of the Constitution, including: <ul style="list-style-type: none"> the roles, responsibilities and limits to the roles of committees the role of individual members and officers Member/officer protocols Meeting practice Standing orders Rules of debate 	Training has been made available to all members and take up of this has been high. The Constitution sets out the roles and responsibilities of every committee and broadly the role of the key players at each committee, for example chairs, support officers and regular/key participants.	AMBER Members are provided with an overview of the Council its Constitution and meeting practices. Members who sit on Regulatory and Quasi-Judicial Committees complete Essential Training before they can sit and participate in Committee.

	Topic	Standard	Clarification	Status
			Role descriptions may be in the Constitution or as a separate document but should be formally adopted and valued.	Induction training is also provide to Scrutiny Committee Members. Refresher or additional briefings and guidance notes may need to be provided.
B1	A member learning and development strategy has been adopted.	<p>A local member development strategy is in place. The strategy sets out the approach that the Authority and the Democratic Services Committee takes to member development. It includes:</p> <ul style="list-style-type: none"> • a commitment to and methodology for undertaking development needs analyses through a Personal Development Review scheme or Training Needs Assessment for those members not requesting a PDR, which identifies the local and national, collective and individual development needs of all members. • a commitment to and methodology for developing members according to the needs of the organisation. • a commitment to and methodology for creating personal development plans for all members. • a methodology for responding to the development needs of members identified in their personal support and development reviews or TNAs. 		<p>RED</p> <p>No Elected Member Learning and Development Strategy has been adopted by this Council administration. If created it should be reported to Council for approval and adoption.</p> <p>The process providing for personal development plans and analysis of training needs requires review and adoption by the Council</p>

	Topic	Standard	Clarification	Status
B2	Arrangements are in place for all members to be offered a PDR.	<p>Personal support and development reviews which are:</p> <ul style="list-style-type: none"> • based on role descriptions • contribute to personal development plans • are conducted by senior members or other deemed suitably qualified as set out in the Measure guidance • are made available for all members and must be undertaken by members in a receipt of a senior/civic salary. <p>Note, although the Measure does not require the Leader to undertake a review, the Charter does. The Charter requires that all members in receipt of a senior salary undertake this. The Measure is voluntary but for all members.</p>	<p>What is a PDR? An opportunity for a member to discuss with any senior member or other suitably qualified person their own requirements for training and development. This should include some examination of current duties as set out in the role descriptions listed above and may include some self or supported reflection on current performance as a starting point. The outcomes of the discussion should feed into a personal development plan held by the member with the required development activities and also be recorded by the Authority so that development activities can be arranged to support every members needs.</p> <p>The WLGA document 'Guidance for Authorities Planning to Implement Personal Development Reviews for Member' provides guidance in this area. Anyone conducting reviews should have received training in their purpose and methodology.</p>	<p>RED</p> <p>A suitable process needs to be developed and adopted by Council either as part of the Strategy or as a process for Elected Members. The approved process should be used by all Senior/Civic Salary Holders</p>
B3	A development programme for councillors is in place with a mechanism for its annual review. All councillors are made aware of, guided to and are able to access the	<p>An annual development programme informed by the Member Development Strategy is in place</p> <ul style="list-style-type: none"> • The annual development programme is planned and publicised in advance. 	<p>The timings and settings of activities are varied to enable equal access by all, including those members who are working, are carers or have child care responsibilities.</p>	<p>AMBER</p> <p>The member development programme is updated by the Democratic Services Committee on a regular basis and circulated to all</p>

	Topic	Standard	Clarification	Status
	development activities equally.	<ul style="list-style-type: none"> Members are made aware of development opportunities provided in response to their needs. 	<p>There is an annual programme of events and learning opportunities for members both collectively and individually. This programme is informed by the organisational priorities set out in the strategy and in any requirements identified in the personal development plans which emerge from PDRs and TNAs.</p> <p>The programme should be developed by relevant officers and members for example the DSC/MDWG/ MD Champion, DS/HR officers and directors/service heads.</p> <p>The programme includes 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas.</p> <p>The programme is provided to members giving sufficient notice for attendance. Members are notified of specific events in which they have expressed an interest.</p> <p>The programme is designed to offer choice or variety of opportunities to attend.</p>	members for information. It is a rolling programme which includes at least the next 3 months of activities to ensure that the programme has an element of flexibility.

	Topic	Standard	Clarification	Status
B4	Prospective candidates, candidates and new members are informed of their role and responsibilities.	<ul style="list-style-type: none"> The Council uses the national guidance and support materials available for candidates and prospective candidates. All new or returning members are provided with a programme of induction. 	What is the national Guidance? This refers to the materials provided by the Association and others, to people in the community (not just those who have decided to stand) to encourage them to stand for office and to those who have already declared their intention to stand. These will be different for each election and at different times in the political calendar. The Association will have an overview of what is available.	RED Prospective councillor sessions have not been established. WLGA Guide on Being a Councillor was made available for potential Candidates prior to the 2017 Election and Councillors were involved in Diversity in Local Government Mentoring Scheme.
			What constitutes an induction programme? This will vary between authorities but should at the base level be any activity that introduces new members to their roles both within and outside the council and the work of the authority generally. Use is made of the national induction materials provided by the WLGA.	GREEN An Induction Programme was approved by the Democratic Services Committee and all Members participated in the Induction Day and received Induction packs immediately after they are elected
	Development activities are relevant and of high quality.	Learning activities are provided in appropriate styles and settings based on the learning needs and styles of individuals and committees. The Authority has a systematic and effective approach to commissioning, developing, providing and evaluating its training and development activities. This could include internal, external and collaborative arrangements.	What are appropriate styles and settings? A mix of for example formal/informal group/individual, interactive/passive working environment/away day The authority would need to demonstrate an effective selection process for commissioning training. This might include working with the WLGA and should include working	AMBER The Democratic Services Committee identifies appropriate learning activities. The Head of Democratic Services works with partners to determine whether the activities can be delivered locally regionally or nationally and monitors the evaluation of

	Topic	Standard	Clarification	Status
			collaboratively where appropriate with other authorities to share intelligence or undertake joint procurement. Internal training, (rather than briefing) should be designed and provided with the support of training/OD professionals in addition to member support or policy/service officers.	activities to ensure that they are of a high standard. The Head of Democratic Services also works with Officers and partners to enhance the quality and availability of e-learning facilities.
B6	There is a clear responsibility for leading the programme, driving the strategy and monitoring the outcomes.	The Authority has clearly defined the arrangements for developing, implementing and monitoring its strategy for member support and development. Individual members and officers have clear roles in leading and championing this area. The needs of all political groups and independent members are taken into account regardless of political affiliation.	This role should be undertaken by the Democratic Services Committee and its chair or other appropriate such as a member support and development working group. Individual member(s) and officer(s) have clear overall responsibility for developing, implementing and monitoring the strategy and progress of the programme.	AMBER The Democratic Services Committee and its Chairperson supported by the Head of Democratic provides the direction for Member Support and Development activities.
B7	Resources are identified and provided for member development.	Dedicated resources are identified and provided for member development activities. The Authority provides the "reasonable level" of development required by the Measure.	How dedicated is dedicated? Resources are specifically put aside and used for member development. The development activity can be very widely interpreted but should not be the usual business of the council. It could include traditional briefing, workshops or seminars handbooks, e-learning, induction activities. Resources should also include staff time, shared where possible between authorities.	GREEN Dedicated Resources are in place for Member Development

	Topic	Standard	Clarification	Status
B8	Members are offered the opportunity to be mentored by Member peers.	The Authority is exploring the needs of members to be mentored. Any member who has requested a mentor is provided with one. Mentors are trained in mentoring skills.	The Authority is speaking to members about the concept and benefits of mentoring to gauge interest. Mentoring might include member to member or working with member or officer "buddies". The Authority should be exploring the need to provide Leadership mentoring for the Leader and Cabinet if requested.	RED No mentoring process has been adopted by this administration. A Mentoring Scheme was used in 2012-2017
C1	Officer support is provided for member development, support and scrutiny.	<p>Every member committee, panel, forum etc. has officer support provided. Members are also supported in their casework.</p> <p>Overview and Scrutiny committees have dedicated support from officers who can provide impartial research, support and advice.</p> <p>The nature of the support has been clearly articulated to members</p>	<p>Officer support should be provided for every council meeting and committee.</p> <p>Systems should be in place to support members in non-Party Political case and community work whether from member support or other service areas. Support for collaborative governance arrangements such as joint committees and commissioning boards should also be evidenced.</p> <p>There needs to be a resource (dedicated or otherwise) in the authority who can provide members with advice in relation to the discharge of the authority's scrutiny function, and support for scrutiny members or committees by impartially researching information. This should be in direct response to the needs of members when they are undertaking their legitimate scrutiny role.</p>	GREEN Officer support is provided in committees and Members are supported in their casework. The Authority has dedicated scrutiny support.

	Topic	Standard	Clarification	Status
C2	Arrangements made for the business of the Council are flexible and enable members to participate fully regardless of personal circumstances	<p>A review of the arrangements for council business has taken place and as a result, meeting times, arrangements and venues reflect the needs of members as closely as possible.</p> <p>Members have been involved in developing the approaches to remote attendance as set out in the standing orders as/when required by the Measure.</p>	<p>Authorities should have undertaken a review in line with Measure guidance i.e. at least once every term, preferably shortly after the new council is elected which at least measures whether daytime or evenings are preferred and if particular times cause problems for individual members. Individual committees should be able to define what is convenient for members of that committee. What should be demonstrated is an awareness of the restrictions placed on members by holding council meetings at certain times and some evidence of flexibility in meeting arrangements as a result.</p>	<p>GREEN</p> <p>A survey of meeting times has been undertaken and the outcomes implemented</p> <p>The Constitution reflects the councils position on remote attendance</p>
C3	Contact management and communication	<p>Systems are in place to enable members to liaise with council officers regarding services provided both within and outside the authority. Community groups and individuals are also assisted in contacting local members. Members are able to contact stakeholders.</p>	<p>These systems should include agreed standards for response times, complaints procedures and processes to support community and casework. Members should be provided with information regarding which officers to contact regarding complaints and casework relating to any service delivered by or on behalf of the council.</p>	<p>GREEN</p> <p>The Member Enquiry System covers this requirement and advice can be sought from officers regarding stakeholder contacts</p>
C4	Annual reports	<p>The Authority makes arrangements for all members to be able to publish annual reports, according to the guidance in the measure.</p> <p>Members are provided with support and</p>		<p>GREEN</p> <p>This process is in place and individual or groups of Ward Members have submitted for publication</p>

	Topic	Standard	Clarification	Status
		guidance on using the authority's systems.		2017/18 Annual Reports.
	Personal support for members	Members are provided with access to guidance on their rights and benefits as members.	Members are provided with general advice on what might be described as 'employment' rights and benefits relating to their role as councillors. This includes member salaries, family absence, allowances, tax and benefits, pensions, indemnities, data protection and freedom of information.	GREEN HR and Democratic Services officers provide this support
D1	All members are provided with adequate access to ICT.	<ul style="list-style-type: none"> Members are provided with the equipment, or connectivity required to undertake their role. Basic training is provided in its use and help desk facilities are available. Members are able to communicate with the council and the public electronically. Members are supported in remote working through the use of remote access codes and Skype etc. Members are provided with support to enable them to remotely attend meetings according to the standards set out in the standing orders (when implemented through the Measure). 	<p>Members are provided with equipment for their individual use to undertake council business. They are shown how to use the equipment and packages. They are able to have assistance if they are experiencing problems with using the equipment or it is faulty.</p> <p>Members are advised on the use of mobile communications and digital and social media and have access to relevant social media sites, discussion fora and communities of practice such as is required to undertake their role.</p> <p>All council agendas and meeting papers are provided electronically.</p>	GREEN This requirement is supported by the ICT department and some training is being provided. The Constitution reflects the councils position on remote attendance
D2	Information resources are provided	A central collection of information dedicated to member needs is provided as part of the information and research support available to members.	An up to date and regularly revised collection of information resources is available specifically for members.	AMBER Committee agenda minutes and report are available on the intranet/internet

	Topic	Standard	Clarification	Status
			This contains agendas, minutes, training opportunities, and links to web resources and access to performance data. Members are informed about the information that is available.	and on Modern.gov. A suitable portal is being determined for the provision of Member information
D3	Facilities for members to work in the Council are available.	<p>Member needs have been reviewed and where required the following are provided:</p> <ul style="list-style-type: none"> • Shared areas for example for each political group. • Private rooms for meetings. • Offices for senior office holders. <p>The needs of members must have been assessed.</p> <p>Rooms must be available but not necessarily permanently dedicated.</p>		<p>GREEN</p> <p>Elected Members are able to work in the Members Rooms in City and in County Halls.</p> <p>The Cabinet Members, Scrutiny Chairs and many Committee Chairpersons have dedicated offices</p> <p>The Political Groups have allocated office space</p>

- 3.2 The Democratic Services Committee is requested to consider the comparisons shown in paragraph 3.1 and within available resources to determine any reasonable and appropriate courses of action to develop the services and support provide to Elected Members in Cardiff.

4. Legal Implications

- 4.1 Section 7 of the Local Government (Wales) Measure 2011 requires local authorities to secure the provision of reasonable training and development opportunities for its members. Each member should also have the opportunity to have a review of their training and development needs on an annual basis. If a member decides to have an annual review of their training and development needs, the authority must ensure that the review includes an opportunity for an interview with someone who they consider to be “suitably qualified” to advise about the training and development needs of a member.
- 4.2 In considering these requirements, regard must be had to the statutory guidance issued by the Welsh Ministers.

The guidance recommends that the Democratic Services Committee (DSC) has overall responsibility for deciding what should be regarded as reasonable training and development opportunities as part of its function of providing support to

members to carry out their functions. It also notes that 'The agreed, training and development opportunities could be contained within a published development strategy. The Welsh Local Government Association's Charter for Member Support and Development ("the Charter") could be used for guidance purposes by local authorities in developing their strategies. Local authorities may wish to consider the requirements to achieve the Charter when developing their strategies and programmes.' (Guidance paragraph 2.10).

- 4.3 The Democratic Services Committee has responsibility for overseeing the support services provided to Members, ensuring they are adequately resourced and reporting any recommendations to Council.

5. Financial Implications

- 5.1 There are no direct financial implications contained within the report.
- 5.2 Any service development work will need to be prioritised and delivered within existing resources.

6. Recommendations

- 6.1 The Democratic Services Committee is requested to identify which services and support, if any, they consider necessary or appropriate for development and delivery within available resources; and to
- 6.2 Prioritise and schedule any service development as part of the committee's Forward Work Programme.

GARY JONES

Head of Democratic Services

25 September 2018

Background Documents:

Wales Charter for Member Support and Development - Criteria and Assessment Oct 2015

**CYNGOR CAERDYDD
CARDIFF COUNCIL**



**DEMOCRATIC SERVICES
COMMITTEE:**

1 OCTOBER 2018

REPORT OF HEAD OF DEMOCRATIC SERVICES

ELECTED MEMBER ROLE DESCRIPTIONS

Reason for this Report

1. To provide the Democratic Services Committee an opportunity to receive and consider the suite of model Elected Member Role Descriptions produced by the Welsh Local Government Association (WLGA).

Background

2. Elected Members have a wide range of roles and responsibilities which they are expected to undertake, and Member Role Descriptions provide a framework and guidance on the responsibilities, purpose and range of activities that Members undertake.
3. Following the introduction of the Local Government (Wales) Measure 2011, the WLGA developed a set of generic role descriptions and person specifications for Elected Members. These were generic to any authority and made available as suggestions rather than prescription.
4. Cardiff Council on 19 December 2013 adopted the WLGA Framework Member Role Descriptions and Person Specifications (October 2012) without any amendments.
5. The framework was updated by the WLGA in collaboration with officers from the Member Support Officer Network (MSO) and the Scrutiny Champions Network and republished in 2015.

Issues

6. Role descriptions provide the framework for communicating expectations of the duties and responsibilities of the role, and gives Elected Members an insight into potential roles that they may wish to aspire to during the administration.
7. Role descriptions also are a basis for measuring achievements in performance and identifying additional support or training needs.

8. Attached as Appendix A (1 – 17) are the WLGA model role descriptions for the following roles:

- Elected Member,
- Leader (and Deputy Leader)
- Cabinet Member
- Chair of the Council
- Chair of Democratic Services Committee
- Member of Democratic Services Committee
- Chair of a Regulatory Committee
- Member of a Regulatory Committee
- Chair of Standards Committee
- Member of Standards Committee
- Chair of Audit Committee
- Member of Audit Committee
- Overview and Scrutiny Chair
- Overview and Scrutiny Member
- Leader of the Opposition
- Deputy Leader of the Opposition
- Member Champion

9. Additional role descriptions for Assistant to the Cabinet Member and Party Group Whip have been developed for use in Cardiff Council – see attached Appendix B (i – ii) . The Assistant to Cabinet Member role description is incorporated within the Constitution (Article 7, Appendix A), in accordance with the Council resolution in October 2016.

10. The Democratic Services Committee is invited to consider if it wishes to tailor any of the model role descriptions to ensure that they accurately reflect the diversity of roles undertaken by Elected Member and all the principles and values set out in the Cardiff Undertaking (Appendix C).

11. In addition, the Committee may wish to consider reviewing or developing other role descriptions not currently in the list of model roles covered by the WLGA framework such as:

- Local Authority School Governor Role Description – current Role Description is attached Appendix Di and Dii. Any changes would be undertaken in collaboration with the Local Authority Governor Panel and Governor Services;
- Outside Body Representative generic Role Description.

12. The Committee may also wish to consider if it is adopting revised role descriptions whether to include Role Descriptions in the Council's Constitution in the interests of clarity and transparency or whether these be available elsewhere on the Members pages on Modern.Gov.

13. Subject to the outcomes from this meeting it is proposed that the Member Role Descriptions be submitted to Full Council for approval, following which each Member will be issued with their Elected Member and other role description as appropriate.

Legal Implications

14. There are no specific legal implications arising from the recommendations of this report.

Financial Implications

15. There are no financial implications arising from this report.

RECOMMENDATIONS

The Committee is recommended to

1. consider the model role descriptions as set out in Appendix A and whether any role descriptions require amendment or adaptation for Cardiff Council;
2. consider if there are any additional role description that should be prepared for adoption by the Council;
3. consider whether the Member Role Descriptions should be included in the Council's Constitution.
4. agree updated Member Role Descriptions and recommend them for approval and adoption by Full Council;

G JONES

HEAD OF DEMOCRATIC SERVICES

25 September 2018

The following Appendices are attached:

- | | | |
|--------------|---|---|
| Appendix A | - | WLGA Generic Role Descriptions and Person Specifications (1 – 17) |
| Appendix Bi | - | Cardiff Council Role Description: Assistant to Cabinet Member |
| Appendix Bii | - | Cardiff Council Role Description: Party Group Whip |
| Appendix C | - | Cardiff Undertaking |
| Appendix Di | - | Governor Role Description |
| Appendix Dii | - | Becoming a School Governor |

Background Documents: None

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Elected Member Role Description

1 Accountabilities

- To Full Council
- To the electorate of their ward

2 Role Purpose and Activity

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

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

3 Values

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

Elected Member Person Specification

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

Representing and supporting communities

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

Making decisions and overseeing council performance

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

Representing the Council (subject to appointment)

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

Internal governance, ethical standards and relationships

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

Personal and role development

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

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Leader (and Deputy) Role Description

1 Accountabilities

- To Full Council
- The Public

2 Role Purpose and Activity

- **Providing political leadership to the Council**
 - To be a political figurehead for the Council; to be the principal political spokesperson for the Council.
 - To provide leadership in building a political consensus around council policies
 - To form a vision for the Council and community
 - To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery
- **Appointing the Cabinet***
 - To designate the appropriate portfolios
 - To appoint appropriate elected members to each portfolio
 - To allocate cabinet members to roles with regard to their abilities.
 - To designate the Deputy Leader.
- **Representing and acting as ambassador for the Authority**
 - To represent the Authority to a high standard. Provide a strong, competent and eloquent figure to represent the Authority both within the County and at external bodies.
 - To represent the Authority on the WLGA coordinating committee and the WLGA regional partnership board.
 - To provide leadership and support local partnerships and organisations.
 - To represent the Authority in regional and national bodies as appropriate.
- **Providing leadership within the portfolio**
 - To fulfil the role of a portfolio holder, having regard to the role purpose and activities, and role specification of an executive member
- **Managing and leading the work of the Cabinet and chairing meetings**
 - To ensure the effective running of the Cabinet by managing the forward work programme and ensuring its continuing development.
 - To ensure the work of the Cabinet meets national policy objectives.
 - To advise and mentor other cabinet members in their work.
 - To chair meetings of the Cabinet in line with the Constitution.
 - In the Leader's absence the Deputy Leader should fulfil this role.

- **Participating in the collective decision making of the Cabinet**
 - To work closely with other cabinet members to ensure the development of effective council policies and the budgetary framework for the Council, and the delivery of high quality services to local people.
 - To accept collective responsibility and support decisions made by the Cabinet once they have been made.
- **Working with officers to lead the organisation**
 - To liaise with the Chief Executive, and other appropriate officers, on a regular basis
 - To work with employees of the Council in relation to the strategic vision and direction of the Council, the management roles of officers and the development of policy issues.
- **Leading partnerships and community leadership**
 - To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities
 - To negotiate and broker in cases of differing priorities and disagreement
 - To act as a leader of the local community by showing vision and foresight
- **Internal governance, ethical standards and relationships**
 - To promote and support good governance of the Council and its affairs
 - To provide community leadership and promote active citizenship
 - To promote and support open and transparent government
 - To support, and adhere to respectful, appropriate and effective relationships with employees of the Council
 - To adhere to the Member's Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office

3 Values

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

Deputy Leader

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

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

Leader Person Specification

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

Providing political leadership to the Council

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

Appointing the Cabinet*

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

Representing and acting as ambassador for the Authority

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

Providing leadership within the portfolio

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

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

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

Participating in the collective decision making of the Cabinet

- The ability to constructively challenge decisions and suggest alternatives

Working with officers to lead the organisation

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

Leading partnerships and community leadership

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

Internal governance, ethical standards and relationships

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

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Cabinet Member Role Description

1 Accountabilities

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

2 Role Purpose and Activities

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

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

3 Values

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

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

Cabinet Member Person Specification

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

Portfolio leadership

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

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

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

Providing representation for the Portfolio

- Public speaking skills
- Good presentation skills

Reporting as appropriate

- High level communication skills

Taking an active part in cabinet meetings and decisions

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

Leading partnerships and community leadership

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

Internal governance, ethical standards and relationships

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

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

1. Accountabilities

- Full Council

2. Role Purpose and Activity

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

3. Values

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

Vice Chair

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

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

Chair of the Council Person Specification

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

Acting as a symbol of the Council's democratic authority

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

Chairing Council meetings

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

Upholding and promoting the Council's Constitution

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

Internal governance, ethical standards and relationships

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

Work programming

- The ability and discipline to plan and manage work programmes

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Chair of Democratic Services Committee Role Description

1 Accountabilities

- To Full Council

2 Role Purpose and Activity

- **Providing leadership and direction**

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

- To lead the committee in its role in:

- Designating the head of Democratic Services
- Keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic services, ensuring that these are adequate
- Make annual reports to the full council in relation to the above
- Appointing sub committees and chairs of subcommittees to undertake functions delegated by the committee
- Considering reports prepared by the Head of Democratic Services
- Developing the Authority's member support and development strategy
- Ensuring that members have access to a reasonable level of training and development as described in the Authority's member development strategy and the Wales Charter for Member Support and Development
- Ensuring that the budget for member development is sufficient
- Ensuring that members have access to personal development planning and annual personal development reviews
- Work with the member support and development champion where relevant to promote the role of members and necessary support and development.

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

- **Promoting the role of the Democratic Services Committee**

- To act as an ambassador for the DS committee, facilitating understanding of the role
- To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
- To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings.

- **Internal governance, ethical standards and relationships**

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

3 Values

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

Member of a Democratic Services Committee Role Description

1 Accountabilities

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

2 Role purpose and activity

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

- **Participating in meetings and making decisions**

- To participate effectively in meetings of the Democratic services committee,
- To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements

- **Internal governance, ethical standards and relationships**

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

3 Values

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

Chair of a Regulatory Committee Role Description

1 Accountabilities

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

2 Role Purpose and Activity

▪ Providing leadership and direction

- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
- To ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
- To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
- To delegate actions to sub committees as appropriate

▪ Promoting the role of the regulatory committee and quasi-judicial decision making

- To act as an ambassador for the regulatory committee, facilitating understanding of the role
- To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
- To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in individual cases/applications before formal committee meetings

▪ Internal governance, ethical standards and relationships

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

3 Values

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

Member of a Regulatory Committee Role Description

1 Accountabilities

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

2 Role purpose and activity

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

3 Values

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

Chair of Regulatory Committee Person Specification

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

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

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

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Chair of Standards Committee Role Description

1 Accountabilities

- To Full Council

2 Role Purpose and Activity

▪ Providing leadership and direction

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

3 Values

- To be committed to the values of the council and the following values in public office:
 - Openness and transparency
 - Honesty and integrity
 - Tolerance and respect

- Equality and fairness
- Appreciation of cultural differences
- Sustainability

Member of a Standards Committee Role Description

1 Accountabilities

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

2 Role purpose and activity

- **Understanding the nature of the Standards committee and effectively fulfilling its functions by:**
 - promoting and maintaining high standards of conduct by Councillors and co-opted members
 - assisting the Councillors and co-opted members to observe the Members' Code of Conduct;
 - advising the Council on the adoption or revision of the Members' Code of Conduct;
 - monitoring the operation of the Members' Code of Conduct;
 - advising, training or arranging to train Councillors, co-opted members on matters relating to the Members' Code of Conduct;
 - granting dispensations to Councillors and co-opted members
 - dealing with any reports from a case tribunal or interim case tribunal, and any report from the Monitoring Officer on any matter referred to that officer by the Public Services Ombudsman for Wales.
- To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee.
- To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee
- **Participating in meetings and making decisions**
 - To participate effectively in meetings of the Standards committee,
 - To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements
- **Internal governance, ethical standards and relationships**
 - To ensure the integrity of the committee's decision making and of his/her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements
 - To promote and support good governance by the Council

- To understand the respective roles of members, officers and external parties operating within the Standards committee's area of responsibility

3 Values

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

Chair of Audit Committee Role Description

1 Accountabilities

- To Full Council

2 Role Purpose and Activity

▪ Providing leadership and direction

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

▪ Promoting the role of the audit committee

- To act as an ambassador for the audit committee, facilitating understanding of the role
- To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
- To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in the audit process

- **Internal governance, ethical standards and relationships**

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

3 Values

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

Member of an Audit Committee Role Description

1 Accountabilities

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

2 Role purpose and activity

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

- Reviewing and scrutinising the authority's financial affairs
- Making reports and recommendations in relation to the authority's financial affairs
- Reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority,
- Making reports and recommendations to the authority on the adequacy and effectiveness of those arrangements,
- Overseeing the authority's internal and external audit arrangements
- Reviewing the financial statements prepared by the authority.

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

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

- **Participating in meetings and making decisions**

- To participate effectively in meetings of the audit committee; questioning and seeking clarification on matters falling within the committee's remit
- To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements

- **Internal governance, ethical standards and relationships**

- Understanding the financial risks associated with corporate governance; being satisfied that the authorities assurance statements including the annual governance statement reflects the risk environment and any activities required to improve it
- To ensure the integrity of the committee's decision making and of his/her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements
- To promote and support good governance by the Council
- To understand the respective roles of members, officers and external parties operating within the audit committee's area of responsibility

3 Values

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

Overview and Scrutiny Chair Role Description

1. Accountabilities

- Full Council
- The Public
- The Committee

2. Role purpose & activity

▪ Providing leadership and direction

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

▪ Managing the work programme

- To develop a balanced work programme for the committee which includes pre decision scrutiny, policy development and review, investigative scrutiny, holding the executive to account, and performance monitoring
- To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, audit and regulatory reports and recommendations, single-integrated plan and partners strategic priorities and relevant community issues
- To ensure that the public are engaged in scrutiny activities by informing them about the work programme and encouraging participation
- To ensure that the work programme is delivered

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

▪ **Leading Joint Scrutiny**

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

▪ **Effective meeting management**

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

▪ **Involvement and development of committee members**

- To encourage effective contributions from all committee members in both committee and task and finish groups
- To assess individual and collective performance within the committee and work to improve scrutiny outcomes
- To ensure that committee members have the appropriate knowledge and skills to undertake their roles and work with lead members and officers to secure appropriate development.

3. Values

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

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

Overview and Scrutiny Chair Person Specification

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

Providing leadership and direction

- Ability to see the 'big picture'
- Understanding of the role and functions of the council
- Understanding of the key strategies, priorities and direction of travel of the Council
- Understanding of the purpose of the scrutiny function and its role in the council's wider improvement planning and reporting arrangements
- Ability to promote an approach to scrutiny which is (a) member led, (b) seeks to provide an evidence based challenge of decision makers and service providers and (c) is an important mechanism for community engagement and service improvements
- Understanding of the legal requirements around scrutiny, including prohibition of political whipping and taking the views of the public into account
- Understanding of the purposes and processes associated with the Councillor Call for Action and the Call In procedure
- Understanding of the terms of reference for the committee and the role of the chair
- Understanding of member support functions
- Understanding of council service, improvement and financial priorities and risks
- Ability to develop work programmes
- Understanding of community issues
- Objectivity and understanding of equalities and diversity
- Negotiation and consensus building
- Ability to build constructive and 'critical friend' relationships with the Executive
- A commitment to personal development in the role
- Commitment to develop other members by mentoring and guidance
- Working closely with scrutiny support officers to ensure the continual development of scrutiny
- Making sure that scrutiny is making a difference

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 – verbally and in writing
- Ability to monitor and constantly review work programmes

Leading Joint Scrutiny

- An ability to create an effective, supportive and welcoming environment for scrutiny members and partner representatives from different organizations

- An ability to see the big picture at the regional level
- A clear understanding of the role and functions of the partnership/regional organization
- An understanding of the key strategies, priorities and direction of travel of the partnership/regional organization
- A commitment to enabling an approach to joint scrutiny which is member-led, provides an evidence-based challenge and is an important mechanism for community engagement and service improvement
- An ability to work constructively with partnerships/regional organisations under scrutiny
- A commitment to develop and embed an apolitical, objective, collective and inclusive scrutiny process
- A commitment to offer guidance and mentorship to scrutiny members
- A willingness to ensure that joint scrutiny makes a difference
- An ability to negotiate and build consensus
- An ability to manage people, projects and resources
- A commitment to raising the profile of joint scrutiny and an ability to champion it within the authority and beyond

Effective meeting management

- Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements including protocols for public speaking and webcasting
- Ability to chair meetings effectively, managing members contributions and the agenda and progressing business to achieve the desired outcomes
- Ability to facilitate effective discussions focussing on the agreed questioning strategy.
- Ability to listen and question effectively
- Ability to prepare and introduce speakers and make them feel at ease when presenting to the committee
- Ability to be impartial and ensure that the committee is acting in a non-political way

Community engagement

- Understanding of the role of scrutiny in enabling local people and communities to contribute to the decision and policy making process
- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and to build an understanding of the role of scrutiny with the public and stakeholders
- ability to engage with individuals and organisations in the community especially those traditionally excluded
- To promote an understanding that scrutiny is a last resort for matters such as CCfA
- Ability to manage expectations of the public in asking scrutiny to consider issues

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
- Provide mentoring, guidance and support to members in their roles such as members leading task and finish groups

Overview and Scrutiny Member Role Description

1 Accountabilities

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

2 Role purpose & activity

- To participate fully in the activities of the Overview and Scrutiny Committee, the development and delivery of its work programme and any associated task and finish groups
- **Scrutinising and developing policy**
 - To assist in the development of council policy through scrutinising of draft policies, and improvement and refinement of existing policy
 - To challenge policies on a sound basis of evidence for example against legislation or local political priority
 - To assess the impact of existing policy and identify areas for improvement
 - To identify where new policies might be required to address forthcoming legislation
- **Holding the Executive to account, monitoring performance and service delivery**
 - To monitor the performance of internal and external providers against standards and targets including questioning of executive and senior officers on the delivery of targets
 - To contribute to the identification and mitigation of risk
 - To investigate and make recommendations to address the causes of under performance or poor performance
 - To monitor action plans or recommendations following external audit, inspection or regulatory reports
 - To evaluate the validity of executive decisions and challenge decisions through call in where appropriate
 - To build trust with the executive so that appropriate matters could be sent to scrutiny for a pre-decision review prior to the executive taking a final decision
- **Promoting the work of Overview and Scrutiny**
 - To promote the role of overview and scrutiny within and outside the council, developing effective internal relationships with officers and other members and external relationships with community representatives.

- To demonstrate an objective non political and evidence based approach to overview and scrutiny, by utilising a wide range of research in any work undertaken including sources of information outside the Council
- To add value to the decision making and service provision of the authority through effective scrutiny
- To be able to demonstrate where scrutiny is making a difference by its involvement
- **Community engagement**
 - To use scrutiny as a means to address community issues and engage the public in forward work programmes
 - To encourage stakeholders to participate in the work of the authority
 - To assist in developing locally viable and acceptable policy solutions
 - To build a dialogue around priorities, objectives and performance, among communities and stakeholders
 - To take a county wide perspective in dealing with issues
- **Participating in joint scrutiny**
 - To work within the appropriate terms of reference and protocols governing joint working in scrutiny
 - To apply the appropriate tests and criteria when deciding whether or not to undertake joint scrutiny
 - To contribute to the scrutiny of regional bodies and partnerships
 - To encourage public engagement in joint scrutiny
 - To work effectively with partner scrutineers from other authorities and organisations.
- **Meeting participation**
 - To make adequate and appropriate preparation for meetings through research and briefings and planning meeting strategies
 - To participate in a proactive objective, informed and effective manner taking account of the Code of Conduct, Standing Orders and other constitutional requirements
 - To demonstrate effective scrutiny inquiry skills in questioning, listening and information handling
 - To be non-political
 - To focus on outcomes / making a difference by participation

3. Values

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

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness

- Appreciation of cultural difference
- Sustainability

Overview and Scrutiny Member Person Specification

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

- Understanding of the role and functions of the council
- Understanding of the key strategies, priorities and direction of travel of the Council
- Understanding of the purpose and a commitment to the scrutiny function
- Full understanding of the scrutiny remit and role, to deliver an approach to scrutiny which is (a) member led, (b) seeks to provide an evidence based challenge of decision makers and service providers and (c) is an important mechanism for community engagement and service improvements
- Understanding of the terms of reference for their own committee and how they relate to others.
- Ability to operate apolitically, objectively and with an understanding of equalities and diversity
- Understanding of member support functions
- Willingness to work within the guidance of the chair
- Willingness to undertake personal development as necessary and understand the skills they need to undertake the role
- Understanding of the legal requirement to take the views of the public into account
- Ability to negotiate and build consensus
- Understanding of the purposes and processes associated with the Councillor Call for Action and the Call In procedure
- Understanding of council service, improvement and financial priorities and risks
- Understanding of community issues
- Engage fully in scrutiny including asking questions

Scrutinising and developing policy

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

Monitoring performance and service delivery and holding the executive to account

- Understanding of the councils improvement programme 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 the arrangements for call in
- Ability to act as a critical friend and in a non political way
- Undertake an overview rather than detailed monitoring
- Ability to hold executive members / officers to account for the achievement of targets / objectives

- Monitoring action plans arising from internal or external regulator reviews

Participating in Joint Scrutiny

- A commitment to working jointly with scrutiny members of other authorities and representatives of partner organizations
- An understanding of the role and functions of the partnership/regional organization
- An understanding of the key strategies, priorities and direction of travel of the partnership/regional organization
- A commitment to an approach to joint scrutiny which is member-led, provides an evidence-based challenge and is an important mechanism for community engagement and service improvement
- An ability to operate apolitically, objectively, collectively and inclusively
- Willingness to work within the guidance of the chair
- Willingness to undertake personal development as necessary and understand the skills they need to undertake the role
- An ability to negotiate and build consensus
- Full engagement in scrutiny, including asking questions

Community engagement

- Understanding of the role of scrutiny in enabling local people and communities to contribute to the decision and policy making process
- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and to build an understanding of the role of scrutiny with the public and stakeholders
- ability to engage with individuals and organisations in the community especially those traditionally excluded

Meeting participation

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

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Leader of the Opposition Role Description

1. Accountabilities

- To the nominating group within the constitution

2. Role Purpose and Activity

Providing political leadership for an opposition group

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

3. Values

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

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

Leader of the Opposition Person Specification

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

In providing political leadership for the opposition group

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

In representing the Authority's opposition

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

Internal governance, ethical standards and relationships

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

Role of the Deputy Leader of the Opposition

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

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Member Champion Purpose and Role

What are Member Champions?

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

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

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

What do they do?

Typically, the lead member will:

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

How does their role fit within the corporate structure?

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

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

of champions varies between authorities, and includes appointments being made by full council meetings or by the leader.

The Role Description

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

Member Champion Role Description

1. Accountabilities

To Full Council

2. Role Purpose and Activities

Within the Council

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

In the Community

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

3. Values

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

Member 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.

ROLE DESCRIPTION - ASSISTANTS TO CABINET MEMBERS

- 1 Assistants to Cabinet Members are Members appointed by the Cabinet to work with a Cabinet Member or Cabinet Members and assist them with any function except decision-making subject to the limitations below.
- 2 This includes taking forward particular projects or programmes. Most Assistant posts will range across the functions of the Cabinet Member but it is a matter for each individual Cabinet Member, after discussion with the Leader of the council, to establish any limits or conditions on the ways in which the Assistant will operate. Any limitations on the role of Assistant which the Cabinet Member wishes to impose should be a matter of record, to be copied to the Leader of the Council and the Monitoring Officer.
- 3 The role of Assistant to Cabinet Member does not attract a special responsibility allowance.
- 4 Assistants to Cabinet Members may:
 - (a) Undertake specific task, research and investigations and attend conferences, seminars and meetings, as requested by the Cabinet Member, so as to keep abreast of current policy and development initiatives.
 - (b) Attend Cabinet Briefings on behalf of a Cabinet Member.
 - (c) Attend (but not vote) at Cabinet meetings on behalf of a Cabinet Member.
 - (d) Attend formal and informal functions on behalf of a Cabinet Member, except for official openings or ceremonies or events where a formal speech is required, in which case, in the event of the absence of the Cabinet Member, the Lord Mayor or another Cabinet Member will normally represent the Council.
 - (e) Formally speak at events and functions on issues within his or her area of responsibility, where the Assistant has received a specific named invitation to speak.
 - (f) Liaise with non-executive members in order to ensure that the Cabinet Member is fully aware of issues which are conce5n to Members.
 - (g) Appear before a Scrutiny Committee where the Cabinet Member cannot attend or where the Assistant has focused on the particular project or programme. (However, the Scrutiny Committee may also request the Cabinet Member to attend on a further occasions).
 - (h) Be a member of a Scrutiny Committee which does not relate to his or her Cabinet Member's portfolio.

(i) Be a member of a Scrutiny Task and Finish Group.

5 However, an Assistant to a Cabinet Member cannot:

(a) Take decisions

(b) Deputise for a Cabinet Member at Council Meetings

(c) Be a member of the Scrutiny Committee which scrutinises his or her Cabinet Member's portfolio.

ROLE DESCRIPTION - PARTY GROUP WHIP

A Party Group Whip's role can be diverse and very busy within a Group. It may be that a Group has a Chief Whip and Deputy/ies

1. Accountabilities

- Leader of the Group and Group Officers
- The Party Group
- Monitoring Officer

2. Key Purpose and Activity

- Organising the business of the party;
- Provide support and advice for party members;
- Promote and support good governance of the Council and its affairs;
- Promote and maintain the behaviour and conduct of party group Members;
- Deal with Member complaints and code of conduct issues in consultation with the Monitoring Officer;
- To build up a rapport and liaise with opposition Party Whips on matters relating to procedure/s; nominations to committees and outside bodies etc.;
- Report back to the Party Group on matters discussed at Group Whips meetings;
- Submit or arrange for a nominated person to submit group Oral questions to Full Council in accordance with the prescribed deadlines;
- Attend bi-annual meetings of the Standards & Ethics Committee;
- Ensure that Group Members attend Essential Member training as prescribed;
- Support Group Members with other development opportunities such as Mentoring; Leadership training etc.;

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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YMRWYMIAD CAERDYDD I GYNGHORWYR THE CARDIFF UNDERTAKING FOR COUNCILLORS



Dylid ystyried yr ymrwymiad hwn ochr yn ochr â'r Cod Ymarfer I Aelodau ac mae'n ffurfio rhan o'r cod moesegol y mae pob Aelod o Ddinas a Sir Caerdydd yn rhwym wrtho.

This undertaking should be considered in conjunction with the Members' Code of Conduct and forms part of the ethical code which binds all members of the City & County of Cardiff.

Fel Cynghorydd a etholwyd I Gyngor Sir Dinas a Sir Caerdydd, ac yn unol ag egwyddorion bywyd chyhoeddus:-

As a Councillor elected to the County Council of the City and County of Cardiff, and in accordance with the principles of public life:-

YMRWYMAF I: I UNDERTAKE TO:-

Hyrwyddo cydraddoldeb a pharch I eraill Promotion of equality and respect for others

1. Cynrychioli Caerdydd a phobl Caerdydd a chynnal y cyfrifoldeb hwn o ran cynrychioli pawb yng Nghaerdydd yn gyfartal.

1. Represent Cardiff and all the people of Cardiff and to hold this duty of representation equally to all the people of Cardiff.

Gwrthrychedd a phriodoldeb Objectivity and propriety

2. Ystyried yr holl faterion ac achosion a gyflwynwyd I mi yn ôl eu rhinweddau eu hunain.
3. Cydbwysu buddiannau fy Ward gyda
4. buddiannau'r Cyngor a phobl Caerdydd yn ei chyfanrwydd.

2. Consider all issues and cases brought to me on their merits.
3. Balance the interests of my Ward with the interests of the Council and the people of Cardiff as a whole.

Ystyried eraill a stiwardiaeth Selflessness and stewardship

4. Rhoi blaenoriaeth I fuddiannau'r Cyngor, Caerdydd a phobl Caerdydd.
5. Diogelu a hyrwyddo cyfleoedd bywyd plant sy'n derbyn gofal gan y Cyngor a chyflawni fy nghyfrifoldebau'n ddiwyd fel Rhiant Corfforaethol I'r plant hynny.

4. Give priority to the interests of the Council, Cardiff and of the people of Cardiff.
5. Safeguard and promote the life chances of children looked after by the Council and diligently discharge my responsibilities as Corporate parent of those children.

Cywirdeb Integrity

6. Gweithredu'n unol â'r safonau uchaf o ran cywirdeb wrth gyflawni fy nyletswyddau amrywiol fel Cynghorydd

6. Act according to the highest standards of probity in carrying out my various duties as a Councillor.

Dyletswydd I gydymffurfio â'r gyfraith Duty to uphold the law

7. Cydymffurfio â'r Cod Ymddygiad I Aelodau a'i barchu, ac ystyried y cyngor a'r canllawiau a gyhoeddir gan y Pwyllgor Safonau a Moeseg yn briodol.

7. Adhere to and respect the Members' Code of Conduct and have proper regard to the advice and guidance issued by the Standards & Ethics Committee.

8. Parchu darpariaethau unrhyw Brotocolau Datrys Lleol a gynigiwyd gan y Pwyllgor Safonau a Moeseg ac a fabwysiadwyd gan y Cyngor, a chydymffurfio â nhw.

8. Adhere to and respect the provisions of any Local Resolution Protocol proposed by the Standards & Ethics Committee and adopted by Council

Atebolrwydd a gonestrwydd Accountability and openness

9. Peidio â datgelu gwybodaeth a roddir I mi yn gyfrinachol.

9. Not to disclose information given to me in confidence

10. Cefnogi a hyrwyddo ymddygiad y Cyngor I sicrhau bod ei fusnes yn cael ei gynnal mewn ffordd onest a chlr.

10. Support and promote the conduct of the Council's business being carried out in an open and transparent manner.

Er mwyn i mi allu cyflawni fy nyletswyddau, rwy'n ymrwymo i ddilyn hyfforddiant priodol, i gynnwys pob math o hyfforddiant a nodwyd yn hanfodol yn y Rhaglen Gyflwyno i Fyfrwyr/Cynllun Hyfforddi a Datblygu Aelodau, neu hyfforddiant cyfatebol, fel y gallaf gyflawni fy nyletswyddau fel Cynghorydd.

In order to enable me to carry out my duties I further undertake that I will commit to appropriate training, to include all training which has been identified as essential in the Member Induction Programme/Member Training and Development Plan, or equivalent, to equip me to carry out my duties as a Councillor.

Enw/Name: Dyddiad/
Date:

Llofnod/Signed:

ROLE DESCRIPTION – SCHOOL GOVERNOR

What do school governors do?

- Work with the headteacher to determine the overall direction, aims, policies and priorities of the school through involvement in the School Improvement Plan, School Self Evaluation and renewal and approval of statutory policies and documents;
- Monitor the performance of the school and ensure a strategic and systematic approach is in place to promote high standards of educational achievement, attendance and behaviour, including the rigorous review of published performance data;
- Act as a “critical friend” setting targets by which progress for pupil achievement can be measured;
- Ensure that all learners have access to a broad and balanced curriculum and that all statutory requirements are met;
- Determine and monitor the school budget;
- Decide the number of staff and involvement in all staffing processes including pay, staff appointments, performance management, suspension, disciplinary issues and dismissal, grievances;
- Provide parents with information through the Annual Report to Parents, School Prospectus and meetings requested by parents;
- Produce an action plan and monitor progress following an Estyn Inspection;
- Look after the well-being and safeguarding of learners including the promotion of Healthy Eating;
- Have awareness of their responsibilities in equality matters and where to seek advice;
- Undertake evaluation of the Governing Body’s own performance as and when required.

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Interested in becoming a School Governor?



Would you like to be involved in raising standards of achievement and improving and supporting education in Cardiff schools? If so, why not consider being a school governor? Governors bring a variety of experiences into the governing body from many different backgrounds. Schools are keen to attract people in the community to become governors; people who can bring energy and experience and can contribute to the strategic leadership of their school.

Governor vacancies exist in many schools in Cardiff and you would be joining over 1800 governors from all walks of life who are already making a difference for the children and young people in our city.

Who sits on a governing body?

Every school must have a governing body. The membership will vary according to the type of school and there are a number of different governor categories:

- Parent Governors - elected by and from parents of registered pupils at the school.
- Community Governors - are selected and appointed by the governing body.
- Staff Governors - elected by teaching and support staff at the school.
- Foundation Governors – selected and appointed by the Diocese or Trust
- Local Authority (LA) Governors - are appointed by the Local Authority.

What do school governors do?

Being a governor is challenging but rewarding. Governors need to have time to dedicate to their role, to be prepared to make challenging decisions, act with the very best of intentions and confidentially at all times, and to make sure their decisions are followed up.

Key roles include:

- Determining the overall direction, aims, policies and priorities of the school;
- Monitoring performance and promoting high standards of educational achievement, attendance and behaviour, including the rigorous review of performance data;
- Acting as a “critical friend” and setting targets by which progress for pupil achievement can be measured;
- Ensuring that all learners have access to a broad and balanced curriculum and that all statutory requirements are met;
- Involvement in all staffing processes including pay, staff appointments, performance management, suspension, disciplinary issues and dismissal, grievances;
- Looking after the well being and safeguarding of learners

Many employers encourage their staff to become governors and allow time off with pay although this is not a legal requirement.

Being a governor is usually a four year position but it doesn't have to stop there! If you are eligible, you could seek re-appointment or re-election for further terms of office.

How might it benefit me?

Being a school governor can bring great satisfaction through the opportunity to make a difference to the effective running of a school. Governors work as a team in contributing knowledge and expertise and making collective decisions for the school. As a governor you acquire transferable skills and experience that can benefit you both personally and professionally. Free training is also provided each term on a number of subjects essential to support you in your role and is arranged by the Local Authority.

Your commitment

As a governor you should be able to:

- Attend and participate in governors meetings on a regular basis;
- Attend mandatory training provided by the Local Authority;
- Attend other training sessions to further your knowledge and expertise;
- Spend time getting to know the school through link governor visits/learning walks;
- Participate in panel meetings such as appointments, staffing, pupil issues and complaints;
- Respect confidentiality at all times;
- Adhere to your Governing Body's Code of Conduct/Governors' Wales Principles of Conduct.

What support is available to help governors in their role?

- Induction training – to welcome and introduce you to the role of a governor;
- An ongoing programme of training for all governors, including mandatory training, throughout the year;
- A regular newsletter to keep you updated with developments;
- Local and national help lines and websites;
- Support and guidance from other members of your own team of governors.

Interested?

If you would like to apply to become a school governor please complete and return our application form and we will contact you about suitable vacancies. If you would prefer to talk things through first, please contact us and we will be pleased to help.

Contact us:

E-mail: governor.services@cardiff.gov.uk or Tel: 029 20872714

Governor Services, City and County of Cardiff, Education and Lifelong Learning, County Hall, Cardiff, CF10 4UW.

REPORT OF THE HEAD OF DEMOCRATIC SERVICES

MEMBER DEVELOPMENT PROGRAMME

Reason for this Report

1. The purpose of this report is to request approval from the Democratic Services Committee for the Member Development Programme.

Background

2. The Local Government (Wales) Measure 2011, Part 1, Chapter 2, <https://www.legislation.gov.uk/mwa/2011/4/part/1/chapter/2> requires local authorities to appoint a Democratic Services Committee to oversee the Democratic Services functions of the Council, ensure that the work is adequately resourced and report to the full Council accordingly.
3. The Member Development Programme is intended to support all Elected Members and provide opportunities for collective and individual development. The programme should be informed by the organisational priorities set out in a strategy and from any requirements identified in the personal development plans which emerge from PDRs.
4. The programme should include 'specialist' areas of development reflecting the needs of members in developing skills and understanding in both corporate governance and thematic or service areas.
5. The programme should offer choice or variety of opportunities to attend. Elected Members should be notified of learning and development events with sufficient notice to enable them to attend.

Issues

6. The following Elected Member Learning and Development activities have been offered and completed since 05 February 2018.

Date	Event	Attendance requirement	Actual Attendance
Main Sessions			
5 & 6 February 2018	Budget Scrutiny Training	Recommended for all Scrutiny Committee Members	15/43

Date	Event	Attendance requirement	Actual Attendance
8 February 2018	NAW – Corporate Parenting Awareness Session	Open to All Members	N/A
27 February	UN Rights of a Child Part 1	Recommended as part of Cardiff Council commitment to the UN Convention	9 (ongoing)
28 February	UN Rights of a Child Part 2	Recommended as part of Cardiff Council commitment to the UN Convention	10 (ongoing)
Various dates	Licensing Committee	Essential – for new Committee Members	3/3
Briefing Sessions			
26 February 2018	Ward Action Plans	Advisory	27/75
12 March 2018	Understanding Universal Credit	Advisory	17/75
19 March 2018	Understanding More about Modern Slavery	Advisory	7/75
16 July 2018	Draft Waste Strategy & Forthcoming Projects	Advisory	15/75
5 / 6 September 2018	Changes To Glass Collection Recycling	Advisory for Pilot Wards	13/30

7. The following number of All Wales Academy e-learning modules have been completed by elected members since 01 April 2018

Topic	Number completed
Chairing Meetings	1
Corporate Parenting	2
Data Protection Awareness	3
Decisions for Future Generations (Councillor Development)	2
Effective Writing	1
Emotional Intelligence	1
Ethics and Standards old	7
Freedom of Information	2
Introduction to Equality & Diversity (Councillor Development)	2
Introduction to Scrutiny (Councillor Development)	1
Public Speaking Skills	1
Social Media	1
Social Services and Well-Being (Wales) Act 2014	1
Stress Awareness	1

Topic	Number completed
Using E-learning for your Development	1
Violence against women, domestic abuse and sexual violence	1

8. At the Democratic Services Committee meeting held on 05 February 2018 the following topics were identified for inclusion in the ongoing Member Development Programme 2018

a. Essential and Skills Sessions

((E) Essential sessions in relation to Statutory / Legislative responsibilities)

- **Corporate Health & Safety (E) – Legal Responsibilities**
- Dealing with Mental Health issues
- Social Media
- Dealing with the Media
- **Meet the Regulators (E)**
- Chairing Skills
- Members Personal Safety & Security
- PREVENT
- Meeting Welsh Language Standards

b. Committee Specific

- Licensing Committee - Licensing Hearings (Institute of Licensing)
- Planning Committee – Supplementary Planning and Policy sessions
- Planning Committee – Workshop with Planning Aid Wales

c. Repeat Essential Sessions (for those Councillors who have not completed)

- Local Government Finance and Budget (17/40 to complete)
- Equality and Diversity (E) (44/75 to complete)
- Corporate Parenting (E) (47/75 to complete)

9. The recent Wales Audit Office (WAO) Overview and Scrutiny – Fit for the Future report identified that “the Council may wish to reflect on the different skills and knowledge its scrutiny members will need to respond more effectively to current and future challenges. This will be important as the Council takes forward its Delivering Capital Ambition transformation programme.”

10. In response the Scrutiny Chairpersons and Officers are developing an action plan which is proposing additional training opportunities for scrutiny Chairpersons and Members to be included as part of the Member Development Programme. These topics include:

- scrutinising regional, collaborative and commercial arrangements,
- commercialisation,
- financial analysis,
- options appraisals,
- engaging ward members and stakeholders in scrutiny work
- Wellbeing of Future Generations Act (WFGA)
- Questioning Skills
- Performance scrutiny

- Chaining Skills
 - Scrutiny of budget
11. With the next meeting of the Democratic Service Committee scheduled for 14 Jan 2019 the following Elected Member Learning and Development activities are proposed to be scheduled for the next 5 months:

Primary Training activities

a. LGBT Awareness

In addition to generic Equality and Diversity sessions we are able to offer an awareness session of 45 minutes the specific issues around trans equality and difficulties and myths facing a trans person and plans to reform Gender Recognition legislation. The proposed session will be run in October.

b. UNICEF - UN Children Rights Sessions

It was previously agreed that these sessions be considered as essential for all Elected Members and a number of repeated sessions of part 1 and part 2 will be provided on 27th and 28th November.

c. Wellbeing of Future Generations Act (WFGA)

It is planned that the delivery of this topic be split into 2 parts. The first is for Elected Members to undertake the e-learning module during December 2018. This will then be followed up in January with a sessions which are hoped to include representatives from the Future Generations Commissioners Office to provide an overview of the Act, Policy Officers from Cardiff to provide an overview of how the Act is being applied in Cardiff.

d. No primary training activities to be scheduled in February due to the Budget

Committee Specific Training

a. Licensing Committee –Licensing Hearings (Regional Training)

An opportunity for Members to refine their knowledge of legislation and procedures relating to the Licensing function of the Council, in particular relating to policies and criteria; the conduct of Licensing hearings and how to present and Committee.

b. Planning Committee – Policy Matters including Supplementary Planning Guidance (SPG)

Session will be arranged in the autumn as part of the Planning Policy for Committee Members to understand and input into the review and development of Supplementary Planning Guidance to support their knowledge and expertise when considering development and planning applications in the city.

c. Scrutiny Committees – Budget Scrutiny

This training will be targeted for Chairpersons and Members of Scrutiny Committees who will be involved with the Scrutiny of the 2019-20 Budget proposals and are intended to support Scrutiny consideration of the Budget proposals

12. Work is ongoing to identify suitable dates times and venues for these events. With existing workloads and demands on the providers of these events the Committee is requested to authorise the Head of Democratic Services to arrange or reschedule the events listed in Paragraphs 11.
13. The Elected Member Learning and Development activities listed above require a significant commitment from elected members to attend these activities. Many of the learning and development sessions which have been previously provided have included a number of repeated events to increase the overall number of Elected Member attending these events. Any activity which is co-ordinated by the Democratic Services Team can be time consuming and resource intensive to ensure that the events take place and the outcomes are recorded.

Survey of Training Timings

14. It is proposed that a survey of training timings be undertaken to determine the preferences of Elected Members and to encourage their participation in Learning and Development activities. The results of the survey would be used to form the basis of any future activities. Having events at suitable times, in convenient locations and which are delivered at a manageable level each month should improve attendance and potentially reduce the costs associated with providing a number of repeated sessions.
15. It is hoped that the survey would also identify the type of training preferred by Elected Members. This may be face to face activities such as workshops or briefing sessions, e-learning opportunities and market place events where Elected Members will have the opportunity to participate in a number of short learning activities delivered in a single event.

Elected Member Learning and Development Strategy

16. As stated in Paragraphs 3 and 4 of this report Member development activities should be identified from a range of sources and should meet the individual and collective needs of Elected Members.
17. In 2015 the Committee approved the adoption of a Member Development Strategy for 2015-16 which included the following aims:-
 - To ensure that there is support in place for every Member, to enable them to acquire and develop knowledge and a full range of skills to support their communities;
 - To clearly define the Democratic Services Committees responsibilities to Member Development;
 - To clearly define officers responsibilities in relation to Member Development
 - To identify adequate resources to meet the objectives of the development programme;
 - To achieve Member Development Charter Status by June 2014.
18. This Member Development Strategy is no longer fit for purpose and requires a complete review and re-write to ensure that appropriate Elected Member Learning and Development opportunities are identified and prioritised and that the needs of the current Elected Members are met.

19. It is proposed that the Head of Democratic Services develops a revised Elected Member Learning and Development Strategy in collaboration with a cross party working group of 3 or 4 Committee members. The draft Elected Member Learning and Development Strategy will be submitted for consideration by the Democratic Services Committee at its next meeting in January 2019.

Legal Implications

20. Section 7 of the Local Government (Wales) Measure 2011 requires local authorities to secure the provision of reasonable training and development opportunities for its members. Each member should also have the opportunity to have a review of their training and development needs on an annual basis. If a member decides to have an annual review of their training and development needs, the authority must ensure that the review includes an opportunity for an interview with someone who they consider to be “suitably qualified” to advise about the training and development needs of a member. In considering these requirements, regard must be had to the statutory guidance issued by the Welsh Ministers.
21. The guidance recommends that the Democratic Services Committee (DSC) has overall responsibility for deciding what should be regarded as reasonable training and development opportunities as part of its function of providing support to members to carry out their functions. It also notes that ‘The agreed, training and development opportunities could be contained within a published development strategy. The Welsh Local Government Association’s Charter for Member Support and Development (“the Charter”) could be used for guidance purposes by local authorities in developing their strategies. Local authorities may wish to consider the requirements to achieve the Charter when developing their strategies and programmes.’ (Guidance paragraph 2.10). The Committee should note the contents of the separate report on the WLGA Charter (agenda item 6) in this regard.

Financial Implications

22. The cost of the proposed member development programme will be met from within existing resources.

RECOMMENDATIONS

The Democratic Services Committee is recommended to:

- (1) Approve the topics identified as the Primary Training Activities and Committee Specific training for delivery in the next 5 months.
- (2) Authorise the Head of Democratic Services to arrange or reschedule the events listed in Paragraphs 11 for delivery as necessary.
- (3) Approve the provision of a “Survey of training timings” to assist in identifying the learning and development preferences of all Elected Members.
- (4) Agree the development of a revised Elected Member Learning and Development Strategy by the Head of Democratic Service in collaboration with a cross party working group of 3 or 4 Committee members, for approval by the Committee.

- (5) That nominations of 3-4 Committee Members be received for appointment to the cross party working group tasked with developing the Elected Member Learning and Development Strategy.
- (6) Identify its intentions regarding the WLGA Charter for Member Support and Development

G JONES
HEAD of DEMOCRATIC SERVICES
25 September 2018

Background Papers - None

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REPORT OF THE HEAD OF DEMOCRATIC SERVICES

FORWARD WORK PROGRAMME

Reason for this Report

1. The purpose of this report is to propose topics for inclusion on the Democratic Services Committee Forward Work Programme.

Background

2. The Local Government (Wales) Measure 2011, Part 1, Chapter 2, <https://www.legislation.gov.uk/mwa/2011/4/part/1/chapter/2> requires local authorities to appoint a Democratic Services Committee to oversee the Democratic Services functions of the Council, ensure that the work is adequately resourced and report to the full Council accordingly.

Issues

3. The proposed items for inclusion at a subsequent meeting of the Democratic Services Committee is shown at **Appendix 1**.
4. It is anticipated that the Head of Democratic Services will regularly be in attendance at Democratic Services Committee meetings however other officers can be invited to meetings to present reports relating to specific topics within their service area as requested by the Committee.
5. The Committee is requested to consider their work programme and advise the Head of Democratic Services of any changes required to the programme. The Committee is also requested to advise of any invitees that they wish to attend its meetings to support the items identified.

Legal Implications

6. In considering its Work Programme, the Committee should have regard to its statutory terms of reference and available resources.
7. The Committee's terms of reference are:
 - (a) To carry out the local authority's function of designating the Head of Democratic Services.

- (b) To keep under review the adequacy of provision of staff, accommodation and other resources made available to discharge the democratic services functions of the Authority.
- (c) To make reports, at least annually, to the full Council in relation to these matters.

(The definition of 'democratic services functions' for these purposes is set out in the legal implications of the separate report on Agenda Item 5)

Financial Implications

8. There are no direct financial implications contained in this report.

RECOMMENDATION

It is recommended that the Democratic Services Committee considers the proposed Work Programme appended to this report and identifies any additional topics for consideration at future meetings of the committee.

G JONES
HEAD of DEMOCRATIC SERVICES
25 September 2018

APPENDIX

1. Proposed Work Programme

Background Papers

PROPOSED WORK PROGRAMME

Meeting date	Item	Aim	Additional Invitees
14 Jan 19	Development of an Elected Member Learning and Development Strategy	To receive a draft Elected Member Learning and Development Strategy for consideration.	
14 Jan 19	Outcomes from an Elected Member Training Time survey	To receive a report on the responses to an Elected Member Training Time Survey. It is anticipated that this report will support the effective delivery of learning and development opportunities for Elected Members	
14 Jan 19	Service Updates	To receive a report on the performance of the services provided to Elected Members.	
14 Jan 19	Forward Work Programme	To receive a report proposing items for consideration at a subsequent meeting of the Democratic Services Committee	

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