

# **JOB PROFILES & PERSON SPECIFICATIONS COUNCILLORS, CO-OPTED MEMBERS AND OFFICE HOLDERS OF CARMARTHENSHIRE COUNTY COUNCIL**

## **1. COUNTY COUNCILLOR**

### **1.1 Accountability**

To the full Council

To the electorate of their ward

### **1.2 Role Purpose and Activity**

#### **Representing and supporting communities**

To effectively represent the interests of the electoral division and their individual constituents.

Where appropriate to refer a local crime and disorder matter (as defined by Section 19 of the Police and Justice Act 2006) to the Social Justice, Crime and Disorder Scrutiny Committee as an agenda item for discussion at a meeting of the Committee.

To be an advocate for the Council in the ward and the communities they serve. To contribute to the good governance of the area and actively encourage community participation and citizen involvement in decision making by the council and its partnerships

To be a channel of communication to the community on council strategies, policies, services and procedures

To represent individual constituents and local organisations at the Council and undertake casework on their behalf, serving all fairly.

To liaise with Executive Board Members, other council members, council officers and partner organisations to ensure that the needs of the local communities are identified, understood and supported.

To promote tolerance and cohesion in their local communities

To forward service performance or policy issues raised at meetings of Community Networks to the appropriate Executive Board Member.

To maintain the highest standards of conduct and ethics.

#### **Making decisions and overseeing council performance**

Participating in the governance and management of the council by contributing to the decision-making process at meetings of the council and its committees and securing informed and balanced decisions.

Collectively, to be the ultimate policy-makers and carry out a number of strategic and corporate management functions including overseeing performance

To adhere to the principles of democracy and collective responsibility in decision making

To promote and ensure efficiency and effectiveness in the provision of council and other public services.

## **Representing the Council**

To represent and be an advocate for the Council on local outside bodies.

To represent and be an advocate for 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**

Members must observe the Council's code of conduct whenever they:

- conduct the business of the authority
- undertake the role of member to which they were elected or appointed; or
- act as representatives of the authority

Thereby:

Promoting and supporting good governance of the Council and its affairs

Providing community leadership and promoting active citizenship

Promoting and supporting open and transparent government

Supporting and adhering to respectful, appropriate and effective relationships with employees of the Council

Adhering to the Member's Code of Conduct, the Protocol on Member/Officer relations and maintaining the highest standards of conduct and ethics in public office

## **Personal and role development**

To participate in opportunities for development provided for members by the Council

## **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

By applying human rights principles as a framework for resolving differences between social groups and reforming service delivery

## **APPENDIX D**

By promoting policies that encourage contact on equal terms between disabled and non-disabled people: at work, in school and through training, and by setting a personal example by identifying opportunities to do the same

By ensuring that social care policy increases choice and control and is not diluted by being risk-averse

By ensuring participation of all members of the community in shaping decisions

By being open about personal experiences of impairment of long-term health conditions and providing positive role models to encourage others and help tackle low expectations

By supporting mentoring schemes to help disabled people attain leadership positions

By understanding and promoting the value of good quality early years education for disabled children and the need for continuing learning opportunities throughout life

### **1.3. Person specification for a Councillor**

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

#### **A) 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

#### **B) Making decisions and overseeing council performance**

Knowledge and understanding of the council's constitution, rules and conventions

An understanding of strategic, policy and service contexts for decisions

The ability to challenge ideas and contribute positively to policy development

#### **C) Representing the Council**

Good public speaking skills

Good presentation skills

The ability to persuade others and act with integrity

#### **D) 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 Council's Constitution, Code of Conduct and Member/Officer Protocol

A knowledge and commitment to the values of the Council

#### **E) Personal and role development**

An ability to assess personal and role development needs

Desire and skills to participate in development

## **2. CHAIR OF THE COUNCIL**

### **2.1 Accountability**

To full Council

### **2.2 Role Purpose and Activity**

#### **Act 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

The Chair exercises an ambassadorial role for all citizens of the County and as such it is crucial that the dignity of the office is upheld at all times and the protocols in place are closely followed.

To represent the Council at civic and ceremonial functions

To promote public involvement in the council's activities.

To attend such civic and ceremonial functions as the council and she/he determines appropriate.

#### **Chair Council meetings**

To preside over meetings of the Council, so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community.

To ensure that the Council conducts its meetings in line with the Council's Standing Orders

To ensure that the council meeting is a forum for the debate of matters of concern to the local community and the place at which councillors are able to hold the executive board and committee chairs to account.

#### **Uphold and promote the Council's Constitution**

To uphold and promote the purposes of the Council's Constitution at meetings of the Council 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)

### **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

### **2.3 Person specification for the Chair of the Council**

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

#### **Act as a symbol of the Council's democratic authority**

Good public speaking skills  
An in-depth understanding of role of Chair of the Council and protocols

#### **Chair Council meetings**

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

#### **Uphold and promote 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

## 3. VICE CHAIR OF THE COUNCIL

### 3.1 Accountability

Chair of Council  
Full Council

### 3.2 Role Purpose and Activity

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

*(See also the Chair of Council's Role, Purpose and Activity)*

### 3.3 Person specification for the Vice Chair of the Council

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

#### **Act as a symbol of the Council's democratic authority**

Good public speaking skills  
An in-depth understanding of role of Chair of the Council and protocols

#### **In the absence of the Chair to chair Council meetings**

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

#### **Uphold and promote 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

## **4. LEADER OF THE COUNCIL**

### **4.1 Accountability**

To Full Council  
To nominating group  
To the electorate

### **4.2 Role Purpose and Activity**

#### **Provide political leadership to the Council**

To exercise political leadership of the Authority and to act as the principal political spokesperson for the Council with particular reference to policy and budgetary matters  
To actively promote best value in service delivery and to encourage opportunities for working in partnership  
To provide leadership in building a political consensus around council policies  
To form a vision for the Council and community  
To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery to the Council and its management.  
To exercise oversight of the Council's performance generally, to be accountable to the Council and the community at large, for general standards of service delivery.  
To determine any issues referred by the Chief Executive and Directors pursuant to the Council's general scheme of delegation to officers.  
To act as the Council Member nominated to sign the Annual Statement of Internal Control following formal approval by the Audit Committee.

#### **Portfolio to include:**

Corporate Leadership and Strategy  
Chairing meetings of the Executive Board  
Representing the Council on the Welsh Local Government Association's Council and Executive Board  
Economic Development  
Representing the Council on Swansea Bay City Region  
Collaboration  
Marketing and Media  
Liaising with the Chief Executive  
Public Service Board

#### **Appoint the Councillors to serve on the Executive Board and draw up their portfolios**

Appoint Councillors to serve as Executive Board Members to each portfolio taking into consideration their abilities, with power to review appointments and/or allocation of portfolios.

## **APPENDIX D**

Appoint up to two Deputy Leaders who will undertake such functions set out in their job profiles and the job profile of the Leader of the Council as may be requested by the Leader in circumstances where he/she is unable to exercise them.

### **Representing and acting as an ambassador for the Council**

Representing the council to a high standard, providing a strong, competent and eloquent figure both within the County and at meetings with external bodies.

Representing the council on the WLGA coordinating committee and the WLGA regional partnership board and other bodies determined by the council.

Providing leadership and support to local partnerships and organisations.

Representing the council in regional and national bodies as appropriate.

### **Provide leadership within the portfolio**

Fulfilling the role of a portfolio holder, having regard to the role purpose and activities, and role specification of an executive board member

### **Manage and lead the work of the Executive Board and chair meetings**

Ensuring the effective running of the executive board by managing the forward work programme and ensuring its continuing development.

Ensuring that the work of the Executive Board meets national policy objectives.

Advising and mentoring other executive board members in their work.

Chairing meetings of the executive board in line with the council's constitution whilst also promoting the practice and principles of collective decision making.

In the Leader's absence a nominated Executive Board Member Strategy Co-ordination Deputy Leader(s) will fulfil this role.

### **Participate and lead in the collective decision making of the Executive Board**

To work closely with other Executive Board Members in ensuring:

- the development of effective council policies
- the budgetary framework for the Council
- the delivery of high quality services to local people.

To accept collective responsibility and support decisions made by the Executive Board.

### **To work with officers in leading the Council**

To act as the principal point of councillor contact with the Chief Executive and Corporate Management Team

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 provide leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities

To negotiate and to be a 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**

Promoting and supporting good governance of the Council and its affairs

Providing community leadership and promoting active citizenship

Promoting and supporting open and transparent government

Supporting and adhering to respectful, appropriate and effective relationships with employees of the Council

Adhering to the Member's Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office

### **Councillor Learning & Development**

To consider and approve applications by members to attend conferences / seminars / training courses following consideration of a report prepared by the Chief Executive including:

- a) conference / seminar / training course details
- b) the comments of the relevant Director as to the necessity to attend.
- c) the total costs associated with attendance i.e. conference / seminar / training fees, transport, subsistence and accommodation.

### **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

### **4.3 Person specification for the Leader of the Council**

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

#### **Provide 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

## **APPENDIX D**

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

### **Appoint Councillors to serve on the Executive Board**

An understanding of the rules for the appointment of Executive Board Members and Deputy Leader(s)

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 of communication skills to communicate to the media, local community and wider audience.

Good public speaking skills

### **Provide leadership within the portfolio**

The skills necessary for an executive board member to fulfil their role.

### **Manage and lead the work of the Executive Board and chair meetings.**

An understanding of the Council's constitution and 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 all executive board members.

### **Participate in the collective decision making of the Executive Board**

The ability to constructively challenge decisions and suggest alternatives

### **To work 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 a knowledge of and understanding of the Council's Constitution, Code of Conduct and Member/Officer Protocol

A knowledge and commitment to the values of the Council

### **5. DEPUTY LEADER OF THE COUNCIL**

#### **5.1 Accountability**

To the Leader of the Council

To the Executive Board (through collective responsibility)

To Full Council

To the electorate

#### **5.2 Role Purpose and Activity**

The Leader of the Council will designate up to two members of the Executive Board to act as Deputy Leaders:

Each Deputy Leader will undertake such functions as set out in their job profile and the job profile of the Leader of the Council as set out in section 4 above as may be requested by the Leader in circumstances where he/she is unable to exercise them e.g. Chairing Meetings of the Executive Board, or representing the Leader at events and meetings both within the County and at a regional or national level, subject to any decisions falling within the remit of a relevant executive board member being exercised by those members.

To exercise overarching responsibility for the significant policy areas as identified above and to ensure that cross cutting issues are effectively handled at a political level by ensuring that appropriate liaison is undertaken with Executive Board Members with specific service portfolios.

#### **Where 2 Deputy Leaders are appointed they are to jointly:**

Co-ordinate the activities of the Executive Board so that policies and practices reflect the principle of collective decision making and that the interests of the Council as a whole are at the forefront of the approach to the business of the Executive Board.

Co-ordinate the Council's strategies via the democratic structure and to take responsibility for those issues which impact on more than one executive board portfolio/service area.

Identify "cross cutting" issues and to ensure that the mechanisms for policy formulation including advisory panels recognize and address such issues having regard at all times to the pursuit of best value.

### **5.3 Person specification for Deputy Leader**

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

#### **Provide support to the political leadership of 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  
Full understanding of the executive's remit and role, and terms of reference for their own, leader's and others' portfolios.  
To work within the guidance of the Leader

#### **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

#### **Provide leadership within the portfolio**

The skills necessary for an executive board member to fulfil their role.

#### **Manage and lead the work of the Executive Board and chair meetings in the absence of the Leader.**

An understanding of the Council's constitution and 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 all executive board members.

#### **Participate in the collective decision making of the Executive Board**

The ability to constructively challenge decisions and suggest alternatives

#### **To work 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

## **Portfolio of the Deputy Leader**

### **1. Deputy Leader**

Council Business Manager; Human Resources; Performance Management; Wales Audit; Training; I.C.T.; T.I.C. (Transformation, Innovation and Change); Strategic Planning

### **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 a knowledge of and understanding of the Council's Constitution, Code of Conduct and Member/Officer Protocol

A knowledge and commitment to the values of the Council

## **6. EXECUTIVE BOARD MEMBERS**

### **6.1 Accountability**

To the Leader of the Council

To the Executive Board (through collective responsibility)

To Full Council

To the electorate

### **6.2 Role Purpose and Activity**

#### **Portfolio Leadership**

To take the lead in giving politically accountable direction to the range of Council services within each portfolio, working in liaison with the Directors, Heads of Service and other professional officers responsible for the management and operation of those services.

Gaining the respect of officers within the portfolio; providing support to officers in the implementation of portfolio programmes

Providing leadership in the portfolio.

Liaising with the appropriate scrutiny chair and receiving scrutiny reports as required

To assess policy implications and provide political input to issues on which consulted for decision either by the relevant officer or collectively with other Executive Board Members

To be accountable for choices and performance in the portfolio.

Through the appropriate officers to have an overview of the performance management, efficiency and effectiveness of the portfolio.

To promote the achievement of best value.

To answer for service delivery performance politically to fellow members and the community.

To consider service performance or policy issues drawn to their attention by non-executive councillors following meetings of Community Networks.

## **APPENDIX D**

Make executive decisions relating to all the functions of the County Council relating to the portfolio that they hold, subject to:

- (a) the exercise of powers delegated to Officers
- (b) those functions not being exercised in a way which would:
  - (1) change approved policies or strategies,
  - (2) create new policies or strategies,
  - (3) take decisions on the withdrawal or modification of a public service,
  - (4) decide on significant new powers or duties arising from new legislation
- (c) those decisions being taken at Executive Board Member Decision Meetings formally convened and recorded by the Chief Executive

### **Contribute to the setting of strategic agenda and work programme for the portfolio**

To take responsibility for formulating in consultation with officers both strategic and statutory policy documents within their portfolio.

To secure Executive Board /Council approval for those matters and to oversee their implementation.

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.

To encourage ways of improving and enhancing service provision through changes within the portfolio or through joint activity with other portfolios or relevant external agencies and encourage appropriate research through the policy review processes

### **Provide representation for the portfolio**

Providing a strong, competent and persuasive figure to represent the portfolio by way of interviews, press releases or consultation meetings.

To be a figurehead in meetings with stakeholders.

To represent the Council on such outside bodies, in association with other authorities, or in partnership with other agencies as from time to time decided by the Council/Executive Board

### **Reporting and accounting**

To report as appropriate to the Leader, Full Council, Executive Board, appropriate chair of scrutiny, regulatory bodies and the media.

To be the principal political spokesperson for the portfolio.

To appear as and when required before scrutiny committees in respect of matters within the portfolio.

### **Take an active part in executive board 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.

## **APPENDIX D**

### **Leading partnerships and community leadership**

To provide leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities

To negotiate and act as a 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

### **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

### **Portfolios of Executive Board Members**

#### **Executive Board Member Communities and Rural Affairs**

Rural Affairs and Community Engagement; Community Safety; Police; Counter-Terrorism and Security Act 2015; Tackling Poverty; Wellbeing of Future Generations; Third Sector Liaison; Equalities

#### **Executive Board Member Culture, Sport and Tourism**

Town and Community Councils Ambassador; Development of the Welsh Language; Theatres; Sports; Leisure Centres; Museums; Libraries; Country Parks; Tourism

#### **Executive Board Member Education and Children**

Schools; Children's Services; Special Education Needs; Safeguarding; Respite Homes; Regional Integrated Schools; Improvement Service; Adult Community Learning; Youth Services; School Catering Services, Lead Member for Children and Young People; Youth Ambassador

#### **Executive Board Member Environment**

Refuse; Street Cleansing; Transport Services; Grounds Maintenance; Building Services; Caretaking; Building Cleaning; Emergency Planning; Flooding

#### **Executive Board Member Housing**

Housing (Public and Private); Ageing Well

## **APPENDIX D**

### **Executive Board Member Public Protection**

Trading Standards; Environmental Health; Environmental Enforcement; Planning Enforcement; Unlicensed Waste; Parking Services; Biodiversity

### **Executive Board Member Resources**

Finance & Budget; Corporate Efficiencies; Property/Asset Management; Procurement; Housing Benefits; Revenues; Statutory Services (Coroners, Registrars, Electoral, Lord Lieutenancy); Armed Forces Champion; Contact Centres and Customer Service Centres

### **Executive Board Member Social Care & Health**

Adult Social Services; Residential Care; Home Care; Learning Disabilities; Mental Health; NHS Liaison/Collaboration/ Integration; Care Home Catering Services; Carers' Champion; Dementia Care Champion; Disability Ambassador

## **6.3 Person Specification for an Executive Board Member.**

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

### **Portfolio leadership**

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

### **Contribute to the setting of 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

### **Provide representation for the Portfolio**

Public speaking skills  
Good presentation skills

### **Report as appropriate**

High level communication skills

### **Take an active part in Executive Board 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 Council's Constitution, Code of Conduct and Member/Officer Protocol

A knowledge and commitment to the values of the Council

### **7. CHAIR OF A SCRUTINY COMMITTEE**

#### **7.1. Accountability**

Full Council  
To the electorate

#### **7.2 Role Purpose & Activity**

##### **Provide leadership and direction**

Provide confident and effective management of the committee  
Promote the role of scrutiny within and outside the council, liaising effectively both internally within the council and externally with the council's partners  
Develop in consultation with the Executive Board and Officers a balanced forward work programme for the committee, which should include policy development and review, investigative scrutiny, and performance monitoring  
Ensure that the forward work programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues  
Demonstrate an objective and evidence based approach to scrutiny  
Evaluate the impact and added value of scrutiny activity and identify areas for improvement  
Contribute to the strategic development of scrutiny by participation in the Council's Chairs and Vice Chairs of Scrutiny Forum

##### **Manage the work programme**

Ensure that the work programme is delivered  
Report on progress against the work programme to Council, and others as appropriate  
Liaise with officers, other members and community representatives to resource and deliver the work programme

##### **Holding the Executive to account**

Evaluate the validity of executive decisions and challenge inappropriate decisions through the Council's call in arrangements

##### **Effective meeting management**

Set agenda containing clear objectives and outcomes for the meeting  
Manage the progress of business at meetings, ensuring that meeting objectives are met and that the code of conduct, standing orders and other constitutional requirements are adhered to  
Ensure that the necessary preparation is done beforehand  
Ensure that all participants have an opportunity to make an appropriate contribution

##### **Community leadership**

Act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function

## **APPENDIX D**

Build understanding and ownership of the scrutiny function within the community  
Identify relevant community based issues for scrutiny  
Fully involve external stakeholders, service users, expert witnesses and partners in scrutiny activity

### **Involvement and development of committee members**

Encourage high performance from all committee members in both committee and task and finish groups  
Assess individual and collective performance within the committee and facilitate appropriate development

### **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

### **7.3 Person specification for the Chair of a Scrutiny Committee**

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

#### **Provide leadership and direction**

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

#### **Manage 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

#### **Holding the executive to account**

- Understanding the Council's arrangements for call in

### **Effective meeting management**

Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements

Ability to chair meetings effectively, managing the agenda and progressing business

Ability to facilitate effective discussions

Ability to listen and question effectively

### **Community leadership**

An understanding of the community leadership role

Knowledge of local issues and expectations

Ability to work effectively with all members of the community and build understanding and ownership of scrutiny

Knowledge of the individuals and organisations in the community especially those traditionally excluded

### **Involvement and development 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 in consultation with officers procuring appropriate learning and development

### **8. VICE CHAIR OF A SCRUTINY COMMITTEE**

#### **8.1 Accountability**

To Full Council  
To the Chair of the Scrutiny Committee  
To the members of the Scrutiny Committee  
To the electorate

#### **8.2 Role Purpose and Activity**

##### **Provide leadership and direction**

Assist the Chair in providing confident and effective management of meetings and facilitate inclusivity and participation  
Assist the Chair in ensuring that the committee conducts its meetings in line with the Council's Standing Orders  
Assist the Chair in promoting the role of scrutiny within and outside the Council, liaising effectively both internally within the Council and externally with the Council's partners  
Demonstrate an objective and evidence based approach to scrutiny.  
Evaluate the impact and added value of scrutiny activity and identify areas for improvement  
Contribute to the strategic development of scrutiny by participation in the Council's Chairs and Vice Chairs of Scrutiny Forum

##### **Manage the work programme**

Assist the Chair in ensuring that the work programme is delivered  
Assist the Chair in liaising with officers, other members and community representatives to resource and deliver the work programme

##### **Holding the Executive to account**

Evaluate the validity of executive decisions and challenge inappropriate decisions through the Council's call in arrangements

##### **Effective meeting management**

Assist the Chair in setting agenda containing clear objectives and outcomes for the meeting  
Assist the Chair in managing the progress of business at meetings; ensuring that meeting objectives are met and that the code of conduct, standing orders and other constitutional requirements are adhered to  
Assist the Chair in ensuring that the necessary preparation is done beforehand  
Assist the Chair in ensuring that all participants have an opportunity to make an appropriate contribution

### **Community leadership**

Assist the Chair in acting as a focus for liaison between the council, community and external bodies in relation to the scrutiny function  
Build understanding and ownership of the scrutiny function within the community.  
Identify relevant community based issues for scrutiny  
Fully involve external stakeholders, service users, expert witnesses and partners in scrutiny activity

### **Involvement and development of committee members**

Assist the Chair in encouraging high performance from all committee members in both committee and task and finish groups  
Assist the Chair in assessing individual and collective performance within the committee and facilitate appropriate development

### **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

### **8.3 Person specification for the Vice Chair of a Scrutiny Committee**

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

#### **In the absence of the Chair to chair committee meetings**

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

#### **Provide leadership and direction**

- Understanding of the council's role and functions
- Understanding of the role of scrutiny, terms of reference for the committee, role of chair, and other aspects of the democratic arrangements
- Understanding of scrutiny support functions
- Understanding of council priorities and risks
- Ability to develop work programmes
- Understanding of community issues
- Objectivity
- Negotiation and consensus building

### **Manage 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

### **Holding the executive to account**

- Understanding the Council's arrangements for call in

### **Effective meeting management**

- Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements
- Ability to chair meetings effectively, managing the agenda and progressing business
- Ability to facilitate effective discussions
- Ability to listen and question effectively

### **Community leadership**

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

### **Involvement and development 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 in consultation with officers procuring appropriate learning and development

### **9. SCRUTINY COMMITTEE MEMBER**

#### **9.1 Accountability**

Chair of the appropriate scrutiny committee  
Full Council  
To the electorate

#### **9.2 Role Purpose & Activity**

To participate fully in the activities of the Scrutiny Committee, assist in the delivery of its work programme and the work of any associated task and finish groups

##### **Reviewing and developing policy**

Assist in the creation, development, improvement and refinement of Council policy  
Challenge policies on a sound basis of evidence for example against legislation or local political priority  
Assess impact of existing policy

##### **Monitoring performance and service delivery**

Monitor the performance of internal and external providers against standards and targets  
Contribute to the identification and mitigation of risk  
Investigate and address the causes of poor performance

##### **Promoting the work of scrutiny**

Promote the role of scrutiny within and outside the Council, developing effective internal and external relationships  
Demonstrate an objective and evidence based approach to scrutiny  
Add value to the decision making and service provision of the Authority through effective scrutiny

##### **Community leadership**

Use scrutiny as a means to address community issues and engage the public  
Encourage stakeholders to participate in the work of the authority  
Develop locally viable and acceptable policy solutions  
Build a dialogue around priorities, objectives and performance, among communities and stakeholders

##### **Meeting participation**

Make adequate and appropriate preparation for meetings through research and briefings  
Participate in a proactive, informed and effective manner taking account of the Code of Conduct, Standing Orders and other constitutional requirements  
Request that any matter relevant to the remit of their committee is placed on the agenda and discussed.



### **Holding the Executive to account**

Evaluate the validity of executive decisions and challenge inappropriate decisions through the Council's call in arrangements

### **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

### **9.3 Person specification for a Member of a Scrutiny Committee**

**To fulfil his or her role as laid out in the role description, an effective scrutiny member and is required to:**

#### **Participate fully in the activities of the scrutiny function**

- Have a full understanding of the scrutiny remit and role, and terms of reference for their own committee and others
- Have an understanding of scrutiny support functions
- To work within the guidance of the chair

#### **Be involved in reviewing and developing policy**

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

#### **Be involved in monitoring performance and service delivery**

- Understanding of the Wales Programme for Improvement (WPI)
- Understanding of the principles and practice of performance management
- Understanding of the Council's performance management arrangements
- Ability to analyse data and challenge performance
- Be involved in promoting the work of scrutiny
- Ability to negotiate and build consensus
- Ability to act objectively and on the basis of evidence

#### **Be involved in community leadership**

- An understanding of the community leadership role
- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and build understanding and ownership of scrutiny

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Knowledge of the individuals and organisations in the community especially those traditionally excluded

### **Meeting participation**

Ability to interpret information and data from a range of sources

Understanding and application of meeting protocols, Code of Conduct, Standing Orders and other constitutional requirements

Ability to participate in meetings including effective listening, questioning and speaking

### **Holding the Executive to account**

Understanding of the Council's arrangements for call in

### **10. CHAIR OF A REGULATORY COMMITTEE (Planning & Licensing Committees)**

#### **10.1 Accountability**

To Full Council

To the members of the regulatory committee

#### **10.2 Role Purpose and Activity**

##### **Provide leadership and direction**

Providing confident and effective management of meetings to facilitate inclusivity, participation and clear decision making

To ensure that the committee conducts its meetings in line with the Council's Standing Orders

Ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process

Demonstrate integrity and impartiality in decision making which accord with legal, the Council's constitutional and policy requirements

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

Act as an ambassador for the regulatory committee, facilitating understanding of the role

Act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly

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**

Develop the standing and integrity of the committee and its decision making

Understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility

Promote and support good governance by the Council.

##### **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

### **10.3 Person specification for the Chair of a Regulatory Committee (Planning & Licensing Committees)**

**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 ensure that stake holders are made aware of that role

Communication skills

Knowledge of local issues

Knowledge of law, policy and procedures for that regulatory/quasi judicial area

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**

To have an 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 council's constitution, code of conduct and protocols

Knowledge of and commitment to the values of the Council

## **11. VICE CHAIR OF PLANNING COMMITTEE**

### **11.1 Accountability**

To Full Council

To the Chair of the Planning Committee

To the members of the Planning Committee

### **11.2 Role Purpose and Activity**

#### **Provide leadership and direction**

Assist the Chair in providing confident and effective management of meetings to facilitate inclusivity, participation and clear decision making

To assist the Chair in ensuring that the committee conducts its meetings in line with the Council's Standing Orders

Assist the Chair in ensuring that applicants and other interested parties are satisfied as to the transparency of the regulatory process

Demonstrate integrity and impartiality in decision making which accord with legal, the Council's constitutional and policy requirements

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

Act as an ambassador for the regulatory committee, facilitating understanding of the role  
Act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly  
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**

Develop the standing and integrity of the committee and its decision making..  
Understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility  
Promote and support good governance by the Council.

### **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

### **11.3 Person specification for the Vice Chair of the Planning Committee**

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

#### **Act as a symbol of the Council's democratic authority**

Good public speaking skills  
An in-depth understanding of role of Chair of the Council and protocols

#### **In the absence of the Chair to chair committee meetings**

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

#### **Uphold and promote 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

## **12. VICE CHAIR OF THE LICENSING COMMITTEE**

### **12.1 Accountability**

To Full Council

To the Chair of the Licensing Committee

To the members of the Licensing Committee

### **12.2 Role Purpose and Activity**

#### **Provide leadership and direction**

Assist the Chair in providing confident and effective management of meetings to facilitate inclusivity, participation and clear decision making

To assist the Chair in ensuring that the committee conducts its meetings in line with the Council's Standing Orders

Assist the Chair in ensuring that applicants and other interested parties are satisfied as to the transparency of the regulatory process

Demonstrate integrity and impartiality in decision making which accord with legal, the Council's constitutional and policy requirements

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

Act as an ambassador for the regulatory committee, facilitating understanding of the role

Act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly

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**

Develop the standing and integrity of the committee and its decision making..

Understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility

Promote and support good governance by the Council.

### **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

### **12.3 Person specification for the Vice Chair of the Licensing Committee**

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

#### **Act as a symbol of the Council's democratic authority**

- Good public speaking skills
- An in-depth understanding of role of Chair of the Council and protocols

#### **In the absence of the Chair to chair committee meetings**

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

#### **Uphold and promote 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

### **13. MEMBER OF A REGULATORY COMMITTEE (Planning & Licensing Committees)**

#### **13.1 Accountability**

To Full Council  
To the Chair of the regulatory committee

#### **13.2 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 gain 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 and the council's 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

##### **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.



### **13.3 Person specification for a Member of a Regulatory Committee (Planning & Licensing Committees)**

**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 council's constitution, code of conduct and protocols  
Knowledge of and a commitment to the values of the Council

## **14. CHAIR OF APPEALS COMMITTEE**

### **14.1 Accountability**

Accountable to Full Council

Accountable to the members of the Appeals Committee

### **14.2 Role Purpose and Activity**

Providing confident and effective management of meetings to facilitate inclusivity, participation and clear decision making

To ensure that the committee conducts its meetings in line with the Council's Procedure Rules

Ensure that appellants and other interested parties are satisfied as to the transparency of the appeals process

Demonstrate integrity and impartiality in decision making which accord with the law and the Council's constitutional and policy requirements

Facilitate understanding of the role of the Committee and ensure that the Committee and its members act within the legal and procedural requirements to oversee the functions of the committee fairly and correctly

Ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in the individual cases before them

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

Develop the standing and integrity of the committee and its decision making

Understand the respective roles of members, officers and external parties operating within the committee's area of responsibility

Promote and support good governance by the Council.

### **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

### **14.3 Person specification Chair of Appeals Committee**

**To fulfil his or her role as set out in the job description, an effective Appeals Committee Chair requires:**

#### **Providing leadership and direction**

Ability to conduct meetings to ensure that appellants feel that they have been dealt with fairly and fully even if their appeal is refused

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Understanding of the Council's role and ability to ensure that stake holders are made aware of that role

Communication skills

Knowledge of law, policy and procedures for the areas that the Committee deals with

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 committee**

To have an 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 council's constitution, code of conduct and protocols

Knowledge of and commitment to the values of the Council

### **15. 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:
    - 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
  - To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
- **To be the Council's Member Development Champion**
  - To promote and develop Authority's member support and development strategy
  - To promote the role of members and necessary support and development.
  - To ensure as far as possible that members fully take up their opportunities to attend member development events and access personal development planning and annual personal development reviews

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- **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

### **16. Member of the Democratic Services Committee – Role Description**

#### **1 Accountabilities**

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

#### **2 Role purpose and activity**

- **Understanding the nature of the democratic services committee:**
  - To be aware of and effectively undertake the role of the committee in:
    - 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

### **17. Member Development Champion - Role Description**

#### **1. Accountabilities**

To Democratic Services Committee.  
To Council.

#### **2. Role Purpose and Activities**

Key responsibilities are:

- to work alongside the Head of Democratic Services and the Corporate Learning Development Manager in drawing up the Councillor Development Programme and to ensure that appropriate support is available to deliver the programme to members.
- to lead on and actively promote the relevance and importance of the Programme within the Council;
- with the assistance of Members of the Democratic Services Committee to raise the profile of member development within the Council and to actively encourage Councillors to attend training and development events organised for them;
- to consult with colleagues in other authorities and identify areas of good practice;
- to engage with the Welsh Local Government Association who take the lead and support authorities in providing development opportunities for Councillors.
- to informally monitor Councillors' views of the development program and the opportunities provided and attended;
- in liaison with the Head of Democratic Services and the Corporate Learning Development Manager, to monitor the performance, resourcing, relevance and, quality of the development opportunities provided
- To act as an ambassador for the DS committee, facilitating understanding of the Committee's role in member development



Desirable skills include:

- the ability to think strategically;
- good interpersonal skills;
- the ability to communicate effectively;
- a commitment to enhance and extend knowledge and skills across subject areas and cross-cutting issues;
- skills in the use of ICT, including electronic communication;

### **18. 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.
    - Receiving annual reports on the operation of The Council's complaints procedure and whistle blowing policy.

#### **3 Values**

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

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- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability

### **19. 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.
  - The exercise of these functions in relation to town and community councils within the County and their members
  - Receiving annual reports on the operation of the Council's complaints procedure and whistle blowing policy
- To have sufficient knowledge to contribute fairly and correctly to the function of the committee.
- To reach decisions on the basis of the merits of the circumstances involved and in the public interest having regard to relevant advice provided by officers
- **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

### **20. Chair of Audit Committee Job Profile**

#### **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 Committee's 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

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- To act within technical, legal and procedural requirements to oversee the functions of the Committee fairly and correctly
- To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings and in the audit process
- **Internal governance, ethical standards and relationships**
  - Understanding the financial risks associated with corporate governance; being satisfied that the Authority's Assurance Statements including the Annual Governance Statement 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

### **21. Member of Audit Committee Job Profile**

#### **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 Authority's Assurance Statements including the Annual Governance Statement reflects the risk environment and any activities required to improve it



## **APPENDIX D**

- 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

### **4 Skills and Qualities Required of the External Voting Member of the Audit Committee**

The External Voting Member of Audit Committee will:-

- be able to demonstrate some knowledge of financial control and management in a Local Authority or a large public organisation
- have an interest in local affairs and the development of the local community
- be an effective communicator
- have an ability to analyse facts and evidence
- be able to form sound judgements, based purely on the merits of the facts and evidence and in the public interest
- have a strong belief in upholding ethical standards in public life
- be someone who acts with discretion and personal integrity and has good standing in the local community
- have disclosed to the Council all matters relevant to their background, such that the Council would not have cause to reconsider the appointment if the matter were to become public

## APPENDIX D

The Council will **not** consider applications from persons included in the list below:-

|    | <b>Category of Individuals Prevented from Applying for the Role</b>  | <b>Reason</b>  |
|----|--|--|
| 1. | Employees of Carmarthenshire County Council  | The role requires someone who is independent from the Council.   |
| 2. | Elected Members of Carmarthenshire County Council or persons who were elected members of the Council within the previous 12 months | The role requires someone who is independent from the Council.   |
| 3. | Persons who hold membership of a Political Party / Group   | The role requires someone who is not aligned to any Political Party or Group.  |
| 4. | Persons having any substantial business relationships with the authority   | The role requires an independent person and should not allow the promotion of an individual's business interests.                                  |
| 5. | Persons who have been adjudged bankrupt  | To ensure that high standards of business dealings can be demonstrated and maintained.   |
| 6. | Persons who have been sentenced to a term of imprisonment for a period of 3 months or more within the past 5 years                 | To ensure that high standards of integrity can be maintained.<br><i>The External Voting Member is subject to a Criminal Records Bureau Check .</i> |

### **22. Member Champion/Ambassador – Role Description**

#### **Accountabilities**

- The Council
- The Executive Board
- All Member Champions/Ambassadors must act reasonably in their role and recognise and work effectively within the political management and working arrangements of the Council.
- A Member Champion/Ambassador cannot make decisions and must not commit the Council in any way or manner that could be interpreted as being contrary to established policy and practice.

#### **Purpose**

To act as advocate or spokesperson for a specific area of the Council's business and to encourage communication and positive action over the issue they represent.

#### **Role:-**

- To champion the adopted policy of the Council for the relevant theme through knowledge and understanding of the area of interest in terms of council strategies and policy, good practice, improvement and national agendas and the needs of the client group
- To promote the role of Member Champion/Ambassador, both internally and externally of the Council by contributing to the review and development of policies pertaining to their interest.
- To engage and understand the needs of members, officers, relevant organisations, citizens and the community by listening to their views.
- To challenge and question the Council on issues affecting their area and to advocate on behalf of the area of interest.
- To lead and support local initiatives related to the interest and act as a catalyst for change and improvements in service delivery.
- To advise Council on activities relevant to the area of interest.
- To represent the position of the Council to the community in relation to the interest.
- To network with Member Champions from other Local Authorities to keep up to date with current developments.

## Schedule of Member Remuneration

1. *In accordance with the requirements of the Independent Remuneration Panel for Wales and The Local Government (Wales) Measure 2011 a schedule of member remuneration will be published by the Council by 31<sup>st</sup> July each year and will contain:*
  - a. *Named members who are to receive only the basic salary and the amount to be paid.*
  - b. *Named members who are to receive a Band 1 and Band 2 senior salary, the office and portfolio held and the amount to be paid.*
  - c. *Named members who are to receive a Band 3, Band 4 and Band 5 senior salary, the office and portfolio held and the amount to be paid.*
  - d. *Named members who are to receive a civic salary and the amount to be paid.*
  - e. *Named members who are to receive the co-opted member fee and whether chair or ordinary member and the amount to be paid.*
  - f. *Named members who are to receive a senior salary as a chair of a Joint Overview and Scrutiny Committee or Sub Committee and the amount to be paid.*
  - g. *Named members in receipt of a specific or additional senior salary approved by the Panel and the amount to be paid.*
2. *Amendments made to the Schedule during the municipal year must be communicated to the Panel as soon as it is practicable.*
3. *Principal councils must confirm in their annual Schedule that the maximum limit of senior salaries set for the council has not been exceeded.*
4. *Principal councils, NPAs and FRAs must include a statement of allowable expenses and the duties for which they may be claimed for care, travel and subsistence in their annual Schedule which is in accord with the Panel's determinations.*
5. *The Schedule must set out the arrangements for the payment of salaries, allowances and fees to all members and co-opted members of the relevant authority (IRPW Regulation 35); arrangements for making claims for care, travel and subsistence expenses (IRPW Regulations 24 and 36-37); arrangements for the avoidance of duplication (IRPW Regulation 38) and arrangements for re-payment of salaries, allowances and fees (IRPW Regulation 33). This schedule must also include the duties for which members and co-opted members are able to claim travel, subsistence and reimbursement of care costs.*
6. *Principal councils must declare in the Schedule whether:*

- ☐ *A statement of the basic responsibility of a councillor is in place.*
- ☐ *Role descriptors of senior salary office holders are in place.*
- ☐ *Records are kept of councillor attendance.*

7. *Principal councils, NPAs and FRAs must make arrangements for the publication of the Schedule of Member Remuneration as soon as practicable after its determination and no later than 31 July of the year to which it applies. The Schedule should be published in a manner that provides ready access for members of the public.*
8. *The Schedule must also be sent to the Panel Secretariat to be received by 31 July.*

## Publication of Remuneration – IRPW Requirements

In accordance with Section 151 of the Measure the Panel requires that:

- 1 Relevant authorities must publish a Statement of Payments made to its members (including chairs of JOSCs or sub-committees of JOSCs). This information must be published in a form and location that is easily accessible to members of the public no later than 30 September following the end of the year to which the payments relate and in the same timescale also provided to the Panel. The following information must be provided:
  - a The amount of basic salary, senior salary, civic salary and co-opted member fee paid to each named member/co-opted member of the relevant authority, including where the member had chosen to forego all or part of the salary, or fee for the municipal year in question. Where a senior salary has been paid, the title of the senior office held is to be provided.
  - b The payments made by community and town councils to named members as:
    - Payments in respect of telephone usage, information technology, consumables etc.
    - Responsibility payments
    - Allowances made to a mayor/chair and deputy mayor/deputy chair
    - Compensation for Financial Loss
    - Costs incurred in respect of travel and subsistence
    - Reimbursement of the costs of care (see paragraph f below)
  - c All travel and subsistence expenses, reimbursement of the costs of care (see paragraph f below) and other payments received by each named member and co-opted member of the relevant authority, with each category identified separately.
  - d The amount of any further payments received by any named member nominated to, or appointed by, another relevant authority or other public body as defined by Section 67 of the Local Government (Democracy) (Wales) Act 2013, namely:
    - a local health board
    - a police and crime panel
    - a relevant authority
    - a body designated as a public body in an order made by the Welsh Ministers.
  - e Names of members who did not receive basic or senior salary because they were suspended for all or part of the annual period to which the Schedule applies.
  - f In respect of the publication of the reimbursement of the costs of care, the Panel has decided to provide relevant authorities with two options.
    - 1) The details of the amounts reimbursed to named members; or
    - 2) The total amount reimbursed by the authority during the year but not attributed to any named member.

It is a matter for each authority to decide which of these options for

publication it considers appropriate.

It is also the responsibility of each authority to establish its own position on how to respond to any Freedom of Information requests it receives with regards to reimbursement of costs of care.

- 2 Nil returns are required to be published and provided to the Panel by 30 September.