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1 Councillor Job Roles

Role	Key Messages
Decision Maker	<ul style="list-style-type: none"> Member of many decision making committees Makes decisions about how Council services are run Makes decisions about planning and licensing May be a local school governor May be a community centre committee or community partnership member Will represent your views when making decisions
Community Volunteer	<ul style="list-style-type: none"> Gets involved with many community activities, groups and projects Can give advice and help organise support Can help volunteers find something to get involved in
Signposter	<ul style="list-style-type: none"> Will let people know about services offered by the Council and other agencies Can provide advice about who to contact Can explain why Council decisions have been taken

Watchdog	<p>Can report problems about local public services</p> <p>Can spot common problems and get something done</p> <p>Member of Overview & Scrutiny Boards which look in detail at some services</p> <p>Can raise problems at meetings where decisions are made</p>
Caseworker	<p>Deals with individual problems and complaints</p> <p>Gives advice and suggests solutions</p> <p>May hold local surgeries</p> <p>Will act as a representative at meetings and through letters</p>
Campaigner	<p>Works to support causes of personal interest</p> <p>Can support causes in the local community or Swansea wide</p> <p>May be involved with charities and voluntary groups</p> <p>May be an 'issue champion' in the Council (eg for Young People)</p> <p>Can give advice about campaigning</p>



2 Elected Member Role Description

1 Accountabilities

- a) To Full Council
- b) To the electorate of their ward

2 Role Purpose and Activity

2.1 Representing and supporting communities

- a) To represent ward interests.
- b) To be an advocate for the Council in the ward and communities they serve.
- c) To be a channel of communication to the community on council strategies, policies, services and procedures.
- d) To represent individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally.
- e) 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
- f) To promote tolerance and cohesion in local communities.
- g) Corporate Parent (Please see Council Report of 31/03/2011 for full details).

2.2 Making decisions and overseeing council performance

- a) To participate in Full Council meetings, reaching and making informed and balanced decisions, and overseeing performance
- b) To participate in informed and balanced decision making on committees and panels to which they might be appointed

- c) To adhere to the principles of democracy and collective responsibility in decision making
- d) To promote and ensure efficiency and effectiveness in the provision of council and other public services

2.3 Representing the Council (subject to appointment)

- a) To represent the Council on local outside bodies as an appointee of the Council.
- b) To represent the Council on local partnership bodies, promoting common interest and co-operation for mutual gain.
- c) To represent and be an advocate for the Council on national bodies and at national events.

2.4 Internal governance, ethical standards and relationships

- a) To promote and support good governance of the Council and its affairs.
- b) To provide community leadership and promote active citizenship.
- c) To promote and support open and transparent government.
- d) To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.
- e) To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office.

2.5 Personal and role development

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

3 Values

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

- a) Openness and transparency
- b) Honesty and integrity
- c) Tolerance and respect
- d) Equality and fairness
- e) Appreciation of cultural difference
- f) Sustainability

Elected Member Person Specification

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

1.1 Representing and supporting communities

- a) Good advocacy skills.
- b) Interpersonal skills.
- c) Integrity and the ability to set aside own views and act impartially.
- d) The ability to present relevant and well reasoned arguments.
- e) Good communication skills.

1.2 **Making decisions and overseeing council performance**

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

1.3 **Representing the Council (subject to appointment)**

- a) Good public speaking skills.
- b) Good presentation skills.
- c) The ability to persuade others and act with integrity.

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

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

1.5 **Personal and role development**

- a) An ability to assess personal and role development needs.
- b) Desire and skills to participate in development.



3 **Leader And Deputy Leader Role Description**

1 **Accountabilities**

- a) To Full Council
- b) To nominating group

2 **Role Purpose and Activity**

2.1 **Providing political leadership to the Council**

- a) To be a political figurehead for the Council; to be the principal political spokesperson for the Council.
- b) To provide leadership in building a political consensus around council policies
- c) To form a vision for the Council and community
- d) To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery

2.2 **Appointing the Cabinet***

- a) To designate the appropriate portfolios.
- b) To appoint appropriate elected members to each portfolio.

- c) To allocate cabinet members to roles with regard to their abilities.
- d) To designate the Deputy Leader.

2.3 Representing and acting as ambassador for the Authority

- a) 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.
- b) To represent the Authority on the WLGA coordinating committee and the WLGA regional partnership board.
- c) To provide leadership and support local partnerships and organisations.
- d) To represent the Authority in regional and national bodies as appropriate.

2.4 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

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

- a) To ensure the effective running of the Cabinet by managing the forward work programme and ensuring its continuing development.
- b) To ensure the work of the Cabinet meets national policy objectives.
- c) To advise and mentor other cabinet members in their work.
- d) To chair meetings of the Cabinet in line with the Constitution.
- e) In the Leader's absence the Deputy Leader should fulfil this role.

2.6 Participating in the collective decision making of the Cabinet

- a) 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.
- b) To accept collective responsibility and support decisions made by the Cabinet once they have been made.

2.7 Working with officers to lead the organisation

- a) To liaise with the Chief Executive, and other appropriate officers, on a regular basis.
- b) 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.

2.8 Leading partnerships and community leadership

- a) To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities.
- b) To negotiate and broker in cases of differing priorities and disagreement.
- c) To act as a leader of the local community by showing vision and foresight.

2.9 Internal governance, ethical standards and relationships

- a) To promote and support good governance of the Council and its affairs.
- b) To provide community leadership and promote active citizenship.
- c) To promote and support open and transparent government.

- d) To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.
- e) To adhere to the Member's Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office.

3 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural difference;
- f) Sustainability;
- g) Inclusive leadership;
- h) Consensus building.

3.2 Deputy Leader

- a) To fulfil the duties of the Leader in his or her absence.
- b) 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.

Leader & Deputy Leader Person Specification

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

1.1 Providing political leadership to the Council

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

1.2 Appointing the Cabinet

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

1.3 Representing and acting as ambassador for the Authority

- a) High level communication skills to communicate to the media, local community and wider audience.

- b) Good public speaking skills

1.4 **Providing leadership within the portfolio**

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

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

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

1.6 **Participating in the collective decision making of the Cabinet**

The ability to constructively challenge decisions and suggest alternatives.

1.7 **Working with officers to lead the organisation**

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

1.8 **Leading partnerships and community leadership**

- a) Adaptive leadership skills.
- b) Negotiation and brokerage skills.
- c) Creative and lateral thinking skills; the ability to see ahead and be predictive.

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

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



4 Cabinet Member Role Description

1 Accountabilities

- a) To the Leader;
- b) To the Cabinet (through collective responsibility);
- c) To Full Council.

2 Role Purpose and Activities

2.1 Providing portfolio leadership

- a) To give political direction to officers working within the portfolio.
- b) To gain the respect of officers within the portfolio; provide support to officers in the implementation of portfolio programmes.
- c) To provide leadership in the portfolio.
- d) To liaise with the appropriate Overview & Scrutiny chair and receive scrutiny reports as required.
- e) To be accountable for choices and performance in the portfolio.
- f) To have an overview of the performance management, efficiency and effectiveness of the portfolio.

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

- a) 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.
- b) 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.

2.3 Providing representation for the portfolio

To provide a strong, competent and persuasive figure to represent the portfolio. Be a figurehead in meetings with stakeholders.

2.4 Reporting and accounting

- a) To report as appropriate to the Leader, Full Council, Cabinet, appropriate chair of Overview & Scrutiny, regulatory bodies and the media.
- b) To be the principal political spokesperson for the portfolio.
- c) To appear before Overview & Scrutiny Committees in respect of matters within the portfolio.

2.5 Taking an active part in cabinet meetings and decision making

- a) To show an interest in and support for the portfolios of others.
- b) To recognise and contribute to issues which cut across portfolios or are issues of collective responsibility.

2.6 Leading partnerships and community leadership

- a) To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities.
- b) To negotiate and broker in cases of differing priorities and disagreement.
- c) To act as a leader of the local community by showing vision and foresight.

2.7 Internal governance, ethical standards and relationships

- a) To promote and support good governance of the Council and its affairs.
- b) To provide community leadership and promote active citizenship.
- c) To promote and support open and transparent government.

- d) To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.
- e) To adhere to the Members' Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office.

3 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural difference;
- f) Sustainability;
- g) Inclusive leadership.

Cabinet Member Person Specification

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

1.1 Portfolio leadership

- a) An understanding of the Council's strategy, policies and operations.
- b) Leadership skills.

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

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

1.3 Providing representation for the Portfolio

- a) Public speaking skills.
- b) Good presentation skills.

1.4 Reporting as appropriate

High level communication skills.

1.5 Taking an active part in cabinet meetings and decisions

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

1.6 **Leading partnerships and community leadership**

- a) Adaptive leadership skills.
- b) Negotiation and brokerage skills.
- c) Creative and lateral thinking skills; the ability to see ahead and be predictive.

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

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



5 **Chair & Vice Of Council Role Description**

1 **Accountabilities**

Full Council.

2 **Role Purpose and Activity**

2.1 **Chairing Council meetings**

- a) To preside over meetings of the Council, so that its business can be carried out efficiently.
- b) To ensure the Council conducts its meetings in line with the Council's Standing Orders

2.2 **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.

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

- a) To promote and support good governance of the Council and its affairs.
- b) To provide community leadership and promote active citizenship.
- c) To promote and support open and transparent government.
- d) To support, and adhere to respectful, appropriate and effective relationships with employees of the Council.
- e) To adhere to the Members' Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office

2.4 **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

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural difference;
- f) Sustainability.

3.2 Vice Chair

- a) To fulfil the duties of the Chair of Council in his or her absence.
- b) To assist the Chair of Council in specific duties as required.

Chair Of Council & Vice Chair of Council Person Specification

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

1.1 Acting as a symbol of the Council's democratic authority

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

1.2 Chairing Council meetings

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

1.3 Upholding and promoting the Council's Constitution

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

1.4 Internal governance, ethical standards and relationships

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

1.5 Work programming

The ability and discipline to plan and manage work programmes.



6 Chair and Vice Chair of a Regulatory Committee Role Description

1 Accountabilities

- a) To Full Council.
- b) To the members of the regulatory committee.

2 Role Purpose and Activity

2.1 Providing leadership and direction

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

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

- a) To act as an ambassador for the regulatory committee, facilitating understanding of the role.
- b) To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly.
- c) 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.

2.3 Internal governance, ethical standards and relationships

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

3 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural differences;
- f) Sustainability.

3.2 Vice Chair of a Regulatory Committee

- a) To fulfil the duties of the Chair of a Regulatory Committee in his or her absence.
- b) To assist the Chair of a Regulatory Committee in specific duties as required.

Chair & Vice Chair Of Regulatory Committee Person Specification

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

1.1 Providing leadership and direction

- a) Ability to conduct meetings to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused.
- b) Understanding of the Council's role and ability to ensuring that stake holders are aware of that role.
- c) Communication skills.
- d) Knowledge of local issues.
- e) Ability to manage the work of the committee.
- f) Ability to support and develop necessary skills in fellow members of the committee.

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

- a) Understanding and appreciation of the regulatory framework.
- b) Ability to inspire and enthuse committee members for the work of the committee.
- c) Integrity and the ability to set aside own views and act impartially.
- d) Knowledge and understanding of the relevant code(s) of conduct and protocols and the ability to champion them.

1.3 Internal governance, ethical standards and relationships

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



7 Member of a Regulatory Committee Role Description

1 Accountabilities

- a) To Full Council.
- b) To the Chair of the regulatory committee.

2 Role purpose and activity

2.1 Understanding the nature of the regulatory committee and quasi-judicial decision making

- a) To be aware of the quasi-judicial nature of regulatory committee decision making.
- b) To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee.
- c) To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases/applications before the committee.

2.2 Participating in meetings and making decisions

- a) 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.
- b) To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements.

2.3 Internal governance, ethical standards and relationships

- a) 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.
- b) To promote and support good governance by the Council.
- c) To understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility.

3 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural difference;
- f) Sustainability.

Regulatory Committee Member Person Specification

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

1.1 Understanding the nature of the regulatory committee and quasi-judicial decision making

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

1.2 Participating in meetings and making decisions

- a) Ability to listen and to consider and respect the views of other contributors.
- b) Good public speaking skills.
- c) Good advocacy skills.

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

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



8 Scrutiny Chair Role Description

1 Accountabilities

- a) Full Council.
- b) The Public.
- c) External Regulatory Bodies.

2 Role purpose & activity

2.1 Providing leadership and direction

- a) To provide confident and effective management of the member team.
- b) To promote the role of scrutiny within and outside the council, liaising effectively both internally within the Council and externally with the Council's partners.
- c) To develop a balanced work programme of scrutiny which includes pre decision scrutiny, policy development and review, investigative scrutiny, and performance monitoring.
- d) To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues.
- e) To demonstrate an objective and evidence based approach to scrutiny and lead the committee to identify conclusions and recommendations accordingly.
- f) To evaluate the impact and added value of overview & scrutiny activity and identify areas for improvement.
- g) To promote cross party working.
- h) To keep in the vice chair fully involved and informed to ensure they are able to cover the chair's role as required

2.2 Managing the work programme

- a) To ensure that the work programme is delivered.
- b) To report on progress against the work programme to Council, and others as appropriate.
- c) To liaise with officers, other members and community representatives to resource and deliver the work programme.

2.3 Effective meeting management

- a) To set agendas containing clear objectives and outcomes for the meeting.
- b) 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.
- c) To ensure that the necessary preparation is done beforehand.
- d) To ensure that all participants have an opportunity to make an appropriate contribution

2.4 **Community leadership**

- a) To act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function.
- b) To build understanding and ownership of the scrutiny function within the community.
- c) To identify relevant community based issues for scrutiny.
- d) To involve fully external stakeholders for example, service users, expert witnesses and partners in scrutiny activity.

2.5 **Involvement and development of board/committee members**

- a) To encourage high performance from all members in both committee and task and finish groups.
- b) To assess individual and collective performance within the committee and facilitate appropriate development.

3 **Values**

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural difference;
- f) Sustainability

Scrutiny Chair & Vice Chair Person Specification

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

1.1 **Providing leadership and direction**

- a) Understanding of council role and functions.
- b) Understanding of role of scrutiny, terms of reference for the committee/panel, role of chair, and other aspects of the democratic arrangements.
- c) Understanding of member support functions.
- d) Understanding of council priorities and risks.
- e) Ability to develop work programmes.
- f) Understanding of community issues.
- g) Objectivity.

- h) Negotiation and consensus building.
- i) Ability to build constructive and 'critical friend' relationships with the Executive.

1.2 **Managing the work programme**

- a) Ability to manage projects and resources
- b) Ability to manage people
- c) Ability to prioritise
- d) Ability to report progress to different groups in different styles

1.3 **Effective meeting management**

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

1.4 **Community leadership**

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

1.5 **Involving and developing of committee members**

- a) Understanding of role and skills of the scrutiny committee and its individuals.
- b) Ability to support members and the committee in assessing their performance.
- c) Ability to identify any training and development needs and procuring appropriate learning and development.



9 **Scrutiny Vice Chair Role Description**

1 **Accountabilities**

- a) Full Council.
- b) The Public.
- c) External Regulatory Bodies.

2 **Role purpose & activity**

2.1 **To support the leadership role of the scrutiny chair**

- a) To support the chair to provide confident and effective management of

- the member team.
- b) To directly support the chair to plan and manage agendas, pre meetings, main meetings and post meetings.
 - c) To work alongside the chair to promote the role of scrutiny within and outside the Council, liaising effectively both internally within the council and externally with the Council's partners.
 - d) To advise the chair on the development of a balanced work programme that takes account of all relevant factors.
 - e) To demonstrate an objective and evidence based approach to overview & scrutiny and contribute to the identification of conclusions and recommendations accordingly.
 - f) To support the evaluation of the impact and added value of overview & scrutiny activity and the identification of areas for improvement.
 - g) To promote cross party working.
 - h) To maintain a high level of awareness of all issues relevant to the board to be able to cover for the chair.

2.2 To cover the role of the chair in the chair's absence

This includes:

- a) Managing the work programme, reporting to Cabinet and Council and liaising with relevant stakeholders.
- b) Managing meetings including agenda setting, preparation and managing business during meetings.
- c) Community leadership such as liaising with community and external bodies, identifying relevant community based issues and involving external stakeholders.
- d) Supporting the involvement and development of board/committee members

2.3 Leading specific activities as required by the committee

This can include, but is not limited to:

- a) Leading a specific review or inquiry.
- b) Chairing task and finish groups.
- c) Reporting to the board on the outcomes of activities.

3 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural difference;
- f) Sustainability

Scrutiny Chair & Vice Chair Person Specification

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

1.1 **Providing leadership and direction**

- a) Understanding of council role and functions.
- b) Understanding of role of scrutiny, terms of reference for the committee/panel, role of chair, and other aspects of the democratic arrangements.
- c) Understanding of member support functions.
- d) Understanding of council priorities and risks.
- e) Ability to develop work programmes.
- f) Understanding of community issues.
- g) Objectivity.
- h) Negotiation and consensus building.
- i) Ability to build constructive and 'critical friend' relationships with the Executive.

1.2 **Managing the work programme**

- a) Ability to manage projects and resources
- b) Ability to manage people
- c) Ability to prioritise
- d) Ability to report progress to different groups in different styles

1.3 **Effective meeting management**

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

1.4 **Community leadership**

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

1.5 **Involving and developing of committee members**

- a) Understanding of role and skills of the scrutiny committee and its individuals.
- b) Ability to support members and the committee in assessing their performance.
- c) Ability to identify any training and development needs and procuring appropriate learning and development.



- 1 The Scrutiny Convener will be responsible for a portfolio of scrutiny topics that they will manage and deliver. These topics, allocated by the Council's Scrutiny Programme Committee, will not be confined to a single subject or department. The scrutiny work led by these conveners will be done through informal task and finish groups / panels and the conveners will chair the meetings of these groups. Conveners will be accountable to the Scrutiny Programme Committee.
- 2 **Providing leadership**
 - a) To provide confident and effective management of the topics for which they are responsible.
 - b) To promote the role of scrutiny within and outside the council, liaising effectively both internally within the Council and externally with the Council's partners.
 - c) To contribute to the development of a balanced scrutiny work programme.
 - d) To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues.
 - e) To demonstrate an objective and evidence based approach to scrutiny and to facilitate the identification of conclusions and recommendations accordingly.
 - f) To evaluate the impact and added value of scrutiny activity and identify areas for improvement.
 - g) To promote cross party working.
 - h) To keep any relevant deputies fully involved and informed to ensure they are able to cover the conveners' role as required.
- 3 **Managing the work programme**
 - a) To ensure that the work programme is delivered.
 - b) To report on progress against the work programme to Council, and others as appropriate.
 - c) To liaise with officers, other members and community representatives to resource and deliver the work programme.
- 4 **Effective meeting management**
 - a) To set agendas containing clear objectives and outcomes for meetings
 - b) To manage the progress of business at meetings, ensuring that meeting objectives are met.
 - c) To ensure that the necessary preparation is done beforehand.
 - d) To ensure that all participants have an opportunity to make an appropriate contribution
- 5 **Community leadership**
 - a) Where necessary to act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function.
 - b) To build understanding and ownership of the scrutiny function within the community.
 - c) To involve fully external stakeholders for example, service users, expert witnesses and partners in scrutiny activity.
 - d) To support the involvement and development of scrutiny members

- e) To encourage high performance from all scrutiny councillors in task and finish groups.
- f) To assess individual and collective performance within task and finish groups and facilitate appropriate development.

6 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural difference;
- f) Sustainability.



11 Scrutiny Member Role Description

1 Accountabilities

- a) Chair of the scrutiny programme committee.
- b) Full Council.
- c) The public.
- d) External Regulatory Bodies.

2 Role purpose & activity

To participate fully in the activities of scrutiny, delivery of work programmes and any associated task and finish groups.

3 Reviewing and developing policy

- a) To assist in the creation, development, improvement and refinement of council policy.
- b) To challenge policies on a sound basis of evidence for example against legislation or local political priority.
- c) To assess impact of existing policy

4 Monitoring performance and service delivery

- a) To monitor the performance of internal and external providers against standards and targets.
- b) To contribute to the identification and mitigation of risk.
- c) To investigate and address the causes of poor performance

5 Promoting the work of scrutiny

- a) To promote the role of scrutiny within and outside the council, developing effective internal and external relationships.

- b) To demonstrate an objective and evidence based approach to scrutiny.
- c) To add value to the decision making and service provision of the authority through effective scrutiny.

6 **Community leadership**

- a) To use overview & scrutiny as a means to address community issues and engage the public.
- b) To encourage stakeholders to participate in the work of the authority.
- c) To develop locally viable and acceptable policy solutions.
- d) To build a dialogue around priorities, objectives and performance, among communities and stakeholders.

7 **Meeting participation**

- a) To make adequate and appropriate preparation for meetings through research and briefings.
- b) To participate in a proactive, informed and effective manner taking account of the Code of Conduct, Standing Orders and other constitutional requirements.

8 **Values**

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural difference;
- f) Sustainability

Scrutiny Member Person Specification

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

1.1 **Participating fully in the activities of the overview & scrutiny function**

- a) Full understanding of the overview & scrutiny remit and role, and terms of reference for their own committee/panel and others.
- b) Understanding of member support functions.
- c) To work within the guidance of the chair.

1.2 **Reviewing and developing policy**

- a) Knowledge of and ability to evaluate existing policy.
- b) Understanding of best practice.
- c) Understanding of national and local legislative and policy context.

1.3 **Monitoring performance and service delivery**

- a) Understanding of the Local Government (Wales) Measure 2011 and

- b) associated risk assessment arrangements.
- b) Understanding of the principles and practice of performance management.
- c) Understanding of council's performance management arrangements.
- d) Ability to analyse data and challenge performance.

1.4 **Promoting the work of scrutiny**

- a) Ability to negotiate and build consensus.
- b) Ability to act objectively and on the basis of evidence.

1.5 **Community leadership**

- a) An understanding of the community leadership role.
- b) Knowledge of local issues and expectations.
- c) Ability to work effectively with all members of the community and build understanding and ownership of overview & scrutiny.
- d) Knowledge of the individuals and organisations in the community especially those traditionally excluded.

1.6 **Meeting participation**

- a) Ability to interpret information and data from a range of sources.
- b) Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements.
- c) Ability to participate in meetings including effective listening, questioning and speaking.



12 Leader & Deputy Leader Of The Main Opposition Group Role Description

- 1.1 To undertake the key tasks applicable to all elected Members of Council.
- 1.2 To lead the largest opposition party or group.
- 1.3 To act as Chair of the Challenge Panel requiring working with the Chair of Council.
- 1.4 To heighten the awareness by Members of the majority group of differing perspectives on key issues under consideration.

2 Deputy Leader of the Main Opposition Leader

- 2.1 To fulfil the duties of the Leader of the Main Opposition Group in his or her absence.
- 2.2 To assist the Leader of the Main Opposition Group in specific duties as required.



13 Leader & Deputy Leader Of Other Opposition Groups Role Description

- 1.1 To undertake the key tasks applicable to all elected Members of Council.
- 1.2 To lead the second largest opposition party or group.
- 1.3 To act as Vice Chair of the Challenge Panel requiring working with the Chair of Council.
- 1.4 To heighten the awareness by Members of the majority group of differing perspectives on key issues under consideration.

2 Deputy Leader of the Other Opposition Groups

- 2.1 To fulfil the duties of the Leader of the Minor Opposition Group in his or her absence.
- 2.2 To assist the Leader of the Minor Opposition Group in specific duties as required.

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14 Member Champion - Generic Role Description

1 Accountabilities

- a) To Council

2 Role Purpose and Activities

2.1 Within the Council

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

2.2 In the Community

- a) To raise the profile of the interest in the community;
- b) To engage with citizens and community groups in matters related to the interest;
- c) To lead and support local initiatives related to the interest.

3 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural difference;
- f) Sustainability;
- g) Inclusive leadership.

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15 Equality Member Champion - Role Description

- 1 In addition to the Generic Member Champion Role Description, the Equality Member Champions shall abide by the following.
- 2 Based on the existing role and parts of the WLGA Member Role Guidance the core role of the Elected Member Equality Champion role in the City and County of Swansea would be to:
 - a) Be familiar with equality and diversity legislation and issues;
 - b) Be familiar with the needs and priorities of people with protected characteristics and represented groups;
 - c) Raise awareness of the views and needs of people with protected characteristics and represented groups within the business of the Council;
 - d) Support the Council's engagement and communication with people with protected characteristics and represented groups;
 - e) Encourage the participation of people with protected characteristics and represented groups in the work of the Council including the planning and evaluation of the services it provides;
 - f) Establish effective engagement with, and be recognised as, a link between people with protected characteristics and represented groups and the authority's members, officers and the Equalities Committee;
 - g) Champion good practice across the Council including learning from other organisations and linking with partner organisations;
 - h) Regularly report to the Equality Committee and represented groups.
- 3 The aim would be to implement and adapt the role over a period of time in conjunction with the development of the role of the Equalities Committee. A Member Champion's role could cover more than one of the protected characteristics and represented groups.

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16 Chair of Democratic Services Committee Role Description

1 **Accountabilities**

- a) To Full Council.

2 **Role Purpose and Activity**

2.1 **Providing leadership and direction**

- a) To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making.
- b) To lead the committee in its role in:
 - i) Designating the Head of Democratic Services;
 - ii) Keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic Services, ensuring that these are adequate;
 - iii) Make annual reports to the full Council in relation to the above;
 - iv) Appointing Sub Committees and Chairs of Sub Committees to undertake functions delegated by the Committee;
 - v) Considering reports prepared by the Head of Democratic Services;
 - vi) Developing the Authority's Councillors support and development strategy;
 - vii) Ensuring that Councillors 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;
 - viii) Ensuring that the budget for Councillor development is sufficient;
 - ix) Ensuring that Councillors have access to personal development
 - x) planning and annual Personal Development Reviews;
 - xi) Work with the Councillor Support and Development Member Champion where relevant to promote the role of Councillors and necessary support and development.
- c) To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements.

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

- a) To act as an ambassador for the Democratic Services Committee, facilitating an understanding of the role.
- b) To act within technical, legal and procedural requirements to oversee the functions of the Committee fairly and correctly.
- c) To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings.

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

- a) To develop the standing and integrity of the Committee and its decision making.
- b) To understand the respective roles of Councillors, Officers and external parties operating within the Democratic Services Committee's area of responsibility.
- c) To promote and support good governance by the Council.

3 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural differences;
- f) Sustainability.

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17 Member of a Democratic Services Committee Role Description

1 Accountabilities

- a) To Full Council;
- b) To the Chair of the Democratic Services Committee.

2 Role purpose and activity

2.1 Understanding the nature of the Democratic Services committee:

- a) To be aware of and effectively undertake the role of the Committee in:
 - i) Designating the Head of Democratic Services;
 - ii) Keeping under review the provision of staff, accommodation and other resources made available to the Head of Democratic Services, ensuring that these are adequate;
 - iii) Make annual reports to the full Council in relation to the above;
 - iv) Appointing Sub Committees and Chairs of Sub Committees to undertake functions delegated by the Committee;
 - v) Considering reports prepared by the Head of Democratic Services;
 - vi) Developing the Authority's Councillors support and development strategy;
 - vii) Ensuring that Councillors 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;
 - viii) Ensuring that the budget for Councillor development is sufficient;
 - ix) Ensuring that Councillors have access to personal development planning and annual Personal Development Reviews;
 - x) Work with the Councillor Support and Development Member Champion where relevant to promote the role of Councillors and necessary support and development.
- b) To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee.
- c) To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee.

2.2 Participating in meetings and making decisions

- a) To participate effectively in meetings of the Democratic Services Committee.
- b) To make informed and balanced decisions, within the terms of reference of the Committee, which accord with legal, constitutional and policy requirements.

2.3 Internal governance, ethical standards and relationships

- a) 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.
- b) To promote and support good governance by the Council.
- c) To understand the respective roles of Councillors, Officers and external parties operating within the Democratic Services committee's area of responsibility.

3 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural differences;
- f) Sustainability.

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18 Chair of Audit Committee Role Description

1 Accountabilities

- a) To Full Council.

2 Role Purpose and Activity

2.1 Providing leadership and direction

- a) To demonstrate independence, integrity and impartiality in decision making which accord with legal, constitutional and policy requirements;
- b) To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making;
- c) To agree the agendas for Audit Committee meetings;
- d) To lead the Committee in its role in:
 - i) Reviewing and scrutinising the authority's financial affairs;
 - ii) Making reports and recommendations in relation to the Authority's financial affairs;

- iii) Reviewing and assessing the risk management, internal control and corporate governance arrangements of the Authority;
- iv) Making reports and recommendations to the Authority on the adequacy and effectiveness of those arrangements;
- v) Overseeing the Authority's internal and external audit arrangements;
- vi) Reviewing the financial statements prepared by the Authority and approving them when powers are delegated;
- vii) Developing relationships with internal and external auditors and the Authority's Monitoring Officer;
- viii) Developing a forward work programme designed to deliver the Audit Committees functions;
- ix) Reviewing and self assessing the performance of the Committee and its members.

2.1 Promoting the role of the audit committee

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

2.3 Internal governance, ethical standards and relationships

- a) 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.
- b) To develop the standing and integrity of the Committee and its decision making.
- c) To understand the respective roles of Councillors, Officers and external parties operating within the Audit Committee's area of responsibility.
- d) To promote and support good governance by the Council.

3 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural differences;
- f) Sustainability.

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19 Member of an Audit Committee Role Description

1 Accountabilities

- a) To Full Council.
- b) To the Chair of the Audit Committee.

2 Role purpose and activity

2.1 Understanding the role of the Audit Committee and undertaking its functions:

- a) Reviewing and scrutinising the Authority's financial affairs;
- b) Making reports and recommendations in relation to the Authority's financial affairs;
- c) Reviewing and assessing the risk management, internal control and corporate governance arrangements of the Authority,
- d) Making reports and recommendations to the Authority on the adequacy and effectiveness of those arrangements;
- e) Overseeing the Authority's internal and external audit arrangements;
- f) Reviewing the financial statements prepared by the Authority;
- g) To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee;
- h) To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee.

2.2 Participating in meetings and making decisions

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

2.3 Internal governance, ethical standards and relationships

- a) 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.
- b) 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.
- c) To promote and support good governance by the Council.
- d) To understand the respective roles of Councillors, Co-opted Members, officers and external parties operating within the Audit Committee's area of responsibility.

3. Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural differences;

- f) Sustainability.



20 Chair of Standards Committee Role Description

1 Accountabilities

To Full Council.

2 Role Purpose and Activity

2.1 Providing leadership and direction

- a) To act within technical, legal and procedural requirements to oversee the functions of the Committee fairly and correctly;
- b) To ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice on the Code of Conduct;
- c) To demonstrate independence, integrity and impartiality in decision making which accord with legal, constitutional and policy requirements;
- d) To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making;
- e) To lead the Committee in its role in:
 - i) Promoting and maintaining high standards of conduct by Councillors and Co-opted members;
 - ii) Assisting the Councillors and Co-opted members to observe the Members' Code of Conduct;
 - iii) Advising the Council on the adoption or revision of the Members' Code of Conduct;
 - iv) Monitoring the operation of the Members' Code of Conduct;
 - v) Advising, training or arranging to train Councillors, Co-opted members on matters relating to the Members' Code of Conduct;
 - vi) Granting dispensations to Councillors and Co-opted members;
 - vii) 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;
 - viii) The exercise of these functions in relation to Community / Town Councils and its members.

3 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural differences;
- f) Sustainability.



21 Member of a Standards Committee Role Description

1 Accountabilities

- a) To Full Council;
- b) To the Chair of the Standards Committee.

2 Role purpose and activity

2.1 Understanding the nature of the Standards committee and effectively fulfilling its functions by:

- a) Promoting and maintaining high standards of conduct by Councillors and Co-opted members;
- b) Assisting the Councillors and Co-opted members to observe the Members' Code of Conduct;
- c) Advising the Council on the adoption or revision of the Members' Code of Conduct;
- d) Monitoring the operation of the Members' Code of Conduct;
- e) Advising, training or arranging to train Councillors, Co-opted members on matters relating to the Members' Code of Conduct;
- f) Granting dispensations to Councillors and Co-opted members;
- g) 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;
- h) To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee;
- i) To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee.

2.2 Participating in meetings and making decisions

- a) To participate effectively in meetings of the Standards Committee,
- b) To make informed and balanced decisions, within the terms of reference of the Committee, which accord with legal, constitutional and policy requirements.

2.3 Internal governance, ethical standards and relationships

- a) 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.
- b) To promote and support good governance by the Council.
- c) To understand the respective roles of Councillors, Co-opted 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:

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural differences;
- f) Sustainability.



22 Scrutiny Co-opted Member Role Description

1 Accountabilities

- a) Chair of the Scrutiny Programme Committee.
- b) Full Council.
- c) External Regulatory Bodies.

2 Role purpose & activity

- a) To participate fully in the activities of scrutiny, delivery of work programmes and any associated task and finish groups.
- b) To represent the interests of the population that receive services provided by or commissioned by public service providers.
- c) Contribute expert knowledge or skills that will lead to a rigorous and objective scrutiny of the issues under review.

3 Reviewing and developing policy

- a) To assist in the creation, development, improvement and refinement of Council policy.
- b) To bring specialist knowledge and / or skills to the Scrutiny process and / or to bring an element of external challenge by representing the public.
- c) To assess impact of existing policy.

4 Monitoring performance and service delivery

- a) To monitor the performance of internal and external providers against standards and targets.
- b) To contribute to the identification and mitigation of risk.
- c) To investigate and address the causes of poor performance.

5 Promoting the work of scrutiny

- a) To promote the role of scrutiny within and outside the council, developing effective internal and external relationships.
- b) To demonstrate an objective and evidence based approach to scrutiny.
- c) To add value to the decision making and service provision of the authority through effective scrutiny.

6 Community leadership

- a) To use overview & scrutiny as a means to address community issues and

- engage the public.
- b) To encourage stakeholders to participate in the work of the Authority.
- c) To develop locally viable and acceptable policy solutions.
- d) To build a dialogue around priorities, objectives and performance, among communities and stakeholders.

7 Meeting participation

- a) To make adequate and appropriate preparation for meetings through research and briefings.
- b) To participate in a proactive, informed and effective manner taking account of the Code of Conduct, Council Constitution and other constitutional requirements.

8 Values

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

- a) Openness and transparency;
- b) Honesty and integrity;
- c) Tolerance and respect;
- d) Equality and fairness;
- e) Appreciation of cultural difference;
- f) Sustainability



23 Chair of Policy Development Committee

1 Accountabilities

- a) To the Leader of the Council;
- b) To Cabinet;
- c) To Council.

2 Role Purpose and Activity

2.1 Providing Portfolio Guidance and Assistance to the Cabinet Member

- a) To assist the Cabinet Member in giving political leadership in relation to Cabinet portfolios;
- b) To provide support to Cabinet Members in the implementation and delivery of portfolio policies and change and alignment with the direction in Sustainable Swansea - Fit for the Future;
- c) To liaise and work closely with the Chair of the Scrutiny Programme Committee and the Scrutiny Inquiry Panel Conveners and to comment on reports as necessary.

2.2 Contributing to the setting of the Strategic Agenda and Work Programme for the portfolio

- a) To work with the Cabinet to formulate policy development both strategic

and statutory. Subject to the Cabinet Member having the final say, ensuring that the political will of the majority is carried to and through Cabinet;

- b) To provide assistance in working up and carrying through a strategic work programme both political and statutory. Make sure that the portfolio's forward work programme is kept up to date and accurate.

2.3 Providing representation for the Portfolio

- a) To fully support the Cabinet Member when they have to provide a strong, competent and persuasive figure to represent the portfolio. Be a figurehead in meetings with stakeholders.

2.4 Reporting and Accounting

- a) To report as appropriate to the Leader of the Council, Council, Cabinet, Chair of the Scrutiny Programme Committee, regulatory bodies and the media;
- b) To appear with the Cabinet Member if necessary before the Scrutiny Programme Committee in respect of matters within the portfolio.

2.5 Taking an active part in Cabinet meetings and Decision Making

- a) To show an interest in and support for the portfolio of others;
- b) To recognise and contribute to issues which cut across portfolios or are issues of collective responsibility.

2.6 Leading Partnerships and Community Leadership

- a) To assist the Cabinet Member in giving leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities;
- b) To negotiate and broker in cases of differing priorities and disagreement;
- c) To provide community leadership and active citizenship by showing vision and foresight.

2.7 Internal Governance, Ethical Standards and Relationships

- a) To promote and support good governance of the Council and its affairs;
- b) To promote and support open and transparent government;
- c) To support, and adhere to respectful, appropriate and effective relationships with employees of the Council;
- d) To adhere to the Member's Code of Conduct, Member / Officer Protocol and the highest standards of behaviour in public office.

2.8 Providing leadership and direction

- a) To provide confident and effective management of meetings to facilitate inclusively, participation and clear decision making;
- b) To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements;
- c) To communicate on behalf of the Leader of the Council and Cabinet on Council Strategies, Policies, Services and Procedures.

3 Values

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

- a) Working Together;
- b) Innovation;
- c) People Focussed.

