



Complete Agenda

Democratic Service
Swyddfa'r Cyngor
CAERNARFON
Gwynedd
LL55 1SH

Meeting

DEMOCRATIC SERVICES COMMITTEE

Date and Time

10.00 am, TUESDAY, 29TH NOVEMBER, 2016

Location

Siambr Hywel Dda, Council Offices, Caernarfon, Gwynedd, LL55 1SH

Contact Point

Sion Owen

01286 679665

(DISTRIBUTED 21/11/16)

DEMOCRATIC SERVICES COMMITTEE

MEMBERSHIP (15)

Plaid Cymru (8)

Councillors

Annwen Daniels
E. Selwyn Griffiths
Charles Wyn Jones
Michael Sol Owen

Gweno Glyn
Annwen Hughes
Dilwyn Morgan
Vacant Seat

Independent (5)

Councillors

Lesley Day
Jean Forsyth

Dylan Fernley

Thomas G. Ellis
Anne Lloyd Jones

Llais Gwynedd (1)

Councillors Jason Humphreys

Labour (1)

Councillor Sion W. Jones

Aelodau Ex-officio / Ex-officio Members

Chairman and Vice-Chairman of the Council

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. DECLARATION OF PERSONAL INTEREST

To receive any declaration of personal interest.

3. URGENT ITEMS

To note any items that are a matter of urgency in the view of the Chairman for consideration.

4. MINUTES

4 - 7

The Chairman shall propose that the minutes of the previous meeting of this committee held on September 20th 2016, be signed as a true record.

5. INDEPENDENT REMUNERATION PANEL FOR WALES CONSULTATION 8 - 10

To receive the observations of the Democratic Services Committee in response to the consultation.

6. LOCAL GOVERNMENT ELECTIONS 2017

11 - 12

To update the members on the preparation work which is currently underway for the Local Government Elections 2017

7. MODERN.GOV DEVELOPMENT

13 - 14

To update members on the most recent work and invite views on other matters for attention

8. MEMBERS CHARTER

15 - 56

To update the committee on the application for the charter

DEMOCRATIC SERVICES COMMITTEE 20/09/16

Present: Thomas G. Ellis (Chair)
Lesley Day (Vice-Chair)

Councillors: Annwen Daniels, Gweno Glyn, E. Selwyn Griffiths, Annwen Hughes, Charles Wyn Jones, Dilwyn Morgan, Jean Forsyth, Anne Lloyd Jones, Anwen J. Davies and Jason Humphreys

OFFICERS: Iwan Evans (Monitoring Officer), Arwel Ellis Jones (Senior Manager - Democracy and Deivery), Vera Jones (Democratic Services Manager), Huw Ynyr (Senior Information Technology and Transformation Manager) and Siôn Owen (Member Support Officer).

ALSO PRESENT:

APOLOGIES: Councillors Michael Sol Owen and Sion W. Jones

1. ELECTION OF VICE-CHAIR

RESOLVED to elect Councillor Lesley Day as vice-chairman of this Committee for the year 2016/17

2. DECLARATION OF PERSONAL INTEREST

No declarations of personal interest were received from any members present.

3. MINUTES

The Chair signed the minutes of the previous committee meeting held on 22 March, 2016, as a true record.

4. STANDARDS COMMITTEE ANNUAL REPORT

Submitted - a draft of the annual report to be submitted to the full Council on 6 October, 2016, updating members on the activities of the Committee in 2015-16. It was emphasised that this relatively quiet period for the Committee at a time when it appeared that standards of public conduct were deteriorating, reflected well on Council Members. In addition, the need to show leadership and to remain true to the Nolan principles, was emphasised.

Observations arising from the discussion:-

- Concern regarding the level of comprehension of the Code of Conduct among Community Council members and clerks. In response, the Monitoring Officer noted that training had been arranged for community councils and that a copy of the latest code of conduct had been distributed. He added that training was also being offered by Once Voice Wales. He noted that no fundamental problems had become apparent.
- Would it be possible to contact the Community Councils' Clerks in order to get a better idea of the situation? In response, the Chair of the Standards Committee asked that Members bring any specific problems to his attention.

RESOLVED to note the content of the report.

5. 2017 ELECTIONS

Submitted - a progress report on the preparations for the 2017 election following the formation of a focus group at the previous meeting of this Committee. It was reported that there would be three main avenues to this work:

- Preparing applicants, focusing on raising awareness and using data from Members' development interviews in order to improve the experience of Members elected in 2017. Also, arrange sessions early in 2017 to inform prospective candidates.
- Arrange an induction programme for elected members following the May 2017 election and a training programme for the year, with the aim of setting up induction sessions and informal training using various methodologies.
- Electronic devices, reporting that the sub-group was about to start trialling various electronic devices. It was also noted that the Learning and Development service had been working on an online provision for Members.

Observations arising from the discussion:-

- How can prospective candidates who will not be able to attend information sessions be provided for? The Senior Manager – Democracy and Delivery replied that the information available on the Council's website had been updated to include comprehensive information. Any ideas on how to attract more attention were welcome.
- Packages for prospective candidates distributed through the libraries before the 2012 elections had been a success. The observation was noted.
- Concern was raised as to the short time between the election and the induction sessions which could prove tricky for newly elected members in 2017 to arrange time off work to attend the induction sessions. In response, the Senior Manager - Democracy and Delivery noted that the induction dates for prospective candidates would be spread out in order to pre warn and prepare them should they be elected.
- The political groups should be encouraged to consider undertaking a mentoring system by pairing up a new councillor with a more experienced one.
- It would be beneficial to arrange an opportunity for the 75 members to meet informally in order to learn about different groups and wards and encourage collaboration.
- There was a risk of creating confusion and delay should a range of devices be available for Members.
- The need for thorough training for new Members was emphasised, especially in the field of IT. The Senior Manager – Democracy and Delivery replied that work was ongoing to identify the training required by new Members and to decide on the best time to programme this. The Senior Manager - Information Technology and Transformation added that they had learned a lot about the level of support required by Members, and how to time this, as a result of the IT experiences of providing Members with the existing equipment.
- That internet connectivity in some parts of Gwynedd was very slow, affecting Members' ability to receive on-line services.
- It would be beneficial to have a type of reference documents library for Members.

RESOLVED to accept the report, recommending that one electronic device be used for convenience.

6. DIVERSITY IN DEMOCRACY SUB-GROUP UPDATE

Submitted - an update on the recent work of the diversity sub-group, which coincides with the aforementioned work of preparing for the May 2017 elections:

- Attract the attention of prospective candidates in order to encourage them to stand.
- Understand and identify the obstacles that exist among prospective applicants and try to respond to them pre-emptively (where possible)
- Make the information on the Council's website more accessible.
- Produce a second video to promote and encourage prospective candidates.
- Improve the advertising when there are vacant seats on the Council.

RESOLVED to accept the report.

7. SOCIAL MEDIA PROTOCOL

The report was submitted with an explanation of the change of emphasis in the latest version of the Protocol, emphasising that the core message is to show respect for others. A provision for connecting to Members' social media pages was also added. It was highlighted that the Council did not take any responsibility for their content and that the content should follow the protocol.

Observations arising from the discussion:-

- Encourage Members to have a 'personal' page and an 'official' page, both of which would be registered with the Monitoring Officer so that Members' personal and public lives were kept separate. In response, the Senior Manager - Democracy and Delivery reminded Members that there was no real difference between personal and public pages. That the same standards of conduct would be relevant to both.
- That a notice be posted renouncing responsibility for the content of external websites on the page which contains the link to the social pages.
- That situations where a Member had 'blocked' another user (and, as such, did not see his/her messages) and could not therefore respond when the person who had been blocked sent a message to the Member, needed to be addressed.

RESOLVED to accept the report.

8. OUTSIDE BODIES AND THE ROLE OF CHAMPIONS

The report was submitted. It was reported that the situation regarding Outside Bodies had been unclear in the past, and that a request had been put forward to look into the issue as there was a number of Outside Bodies and variation in their reporting responsibilities. The need to try to set up a reporting arrangement by Members of Outside Bodies and Champions in various fields was noted.

Comments arising from the discussion:

- That some Members had been members of outside bodies for a long time before being invited to the meeting, demonstrating the nature of the range of various outside bodies.
- That it was important to inform the Outside Bodies when changes occurred in

order that they could update their records.

- The question as to who appointed Members to Outside Bodies was raised. The Senior Manager - Democracy and Delivery replied that it was the Cabinet Member who appointed Members to the majority of Outside Bodies and that he did this as a portfolio holder leader than a politician.

Resolved to accept the report.

9. MEMBERS' ANNUAL REPORTS

The report was submitted, noting that 29 Members had submitted an annual report for 2015-16 despite technical problems hampering the process of their preparation. It was noted that confusion existed as to the best way of preparing annual reports for 2016-17 due to the Election. Official guidance was yet to be received. Resolved not to hold further discussions on the issue until official guidance had been received pertaining to the reporting requirements of 2016-17.

10. DEMOCRATIC SERVICES WORK PLAN 2016-17

Submitted – the draft work programme.

RESOLVED to approve the work programme.

The meeting commenced at 10.00am and concluded at 11.55am

CHAIRMAN

Agenda Item 5

MEETING	Democratic Services Committee
DATE	29 November 2016
TITLE OF THE REPORT	Independent Remuneration Panel for Wales Consultation
PURPOSE	To receive the observations of the Democratic Services Committee in response to the consultation.
RECOMMENDATION	Submit observations
AUTHOR	Councillor Tom Ellis, Chair of Democratic Services Committee Geraint Owen Head of Democratic Services

1. The Independent Remuneration Panel for Wales is responsible for determining the salaries and costs payable to councillors for carrying out their duties. The Panel publishes draft proposals, which are consulted upon, every year.
2. A copy of the full consultation can be seen by clicking on the following link:
<http://gov.wales/irpwsb/home/?skip=1&lang=en>
3. As usual, there is not much to discuss in the recommendations as they take the usual approach to the salaries and costs paid to each councillor. However, attention is drawn to the main suggestions which deserve attention:
 - a) **Basic salary:** This year, for the first time since 2013, an increase of £100 per annum is recommended for the basic salary of an elected member (£13,400 up from the current £13,300). This would be an increase of 0.75%.

In order to give some context, it should be noted that the Panel's decision in its report in 2009, when setting the members' salary base, links payments with median gross earnings of full-time workers living in Wales. The basic salary was determined on a level which was three fifths of the all-Wales Medial Salary, recognising that there is an unpaid contribution to public service. As a result of financial restrictions on the public sector and local authorities specifically, it has not been possible to maintain the link with median earnings in Wales. On the original basis, namely 3/5 of the average, the annual basic salary would now be more than £14,700.

Recommendation - to support the proposal to increase the basic allowance from £13,300 to £13,400

- b) **Care costs:** Members will be aware that there is provision for reimbursing members and co-opted members for costs associated with arranging care for children or dependents in order to allow members to carry out official business. There is a duty on the Council to promote this reimbursement. It should be noted that, once again this year, no claims have been made for this reimbursement in Gwynedd.

There has been no change to the amounts that can be claimed, but there are two main considerations for the reimbursement element for the care allowance that the committee should consider.

b i) That they should be referred to as "reimbursement for care costs" rather than "care allowance"

b ii) In relation to publishing care costs reimbursements, the Panel has decided to give two choices to relevant authorities, namely

- a) Publish details of the amounts reimbursed to named members (as at present)
- b) Publishing the total amount reimbursed by the authority over the course of the year but without attributing the payments to any named member

Recommendation - The provision for reimbursing members for care costs are available in order to allow more people from different backgrounds to be able to take up a role as an Elected Member. In order to facilitate more eligible members to claim this assistance, the following is recommended:

- *Support the proposal that they should be referred to as "reimbursement for care costs"*
- *Support the proposal that the total amount reimbursed by the authority of the course over the year should be published, but without attributing the payments to any named member (as in bii – b above)*

The Panel are also asked to ensure that Freedom of Information Requests in the future would not mean that authorities would need to divulge the information of reimbursement for care costs per individual, and to include this in the final guidance.

c) Absence due to long-term sickness of a recipient of a higher salary: This year, the framework has been amended to include arrangements for a situation when the recipient of a higher salary is absent due to long-term sickness. The arrangements roughly correspond with the Family Absence regulations, which allow the recipient of a higher salary who is absent, to continue to receive financial remuneration for the post held for a specified period of time, if the authority so decides. It also provides for the elected member who deputises to be eligible to receive the higher salary which is appropriate for the post. These arrangements involve an addition to the maximum of higher salaries that are permitted for however long the deputation arrangement lasts.

Recommendation - support the new arrangements for the sickness absence of a recipient of a higher salary.

Ch) Record reasons for absence from committees: The Panel is considering if the reason why elected Members are absent from committees should be recorded and published. The Panel is considering this in response to comments made by Elected Members who have noted that they are, at times, unable to attend a committee meeting due to the requirement to be at another external committee to represent the Council, therefore this should be acknowledged.

Recommendation – support the recommendation to record the reason of absence from committees where a Member is representing the Council at another meeting. It must be noted that the information would have to be provided by the Member themselves.

- d) **Panel Members to address a Full Council meeting:** The Panel meets annually with the Chair of the Democratic Services Committee and the Head of Democratic Services to discuss matters concerning remuneration. In addition, the Panel have expressed an interest in hearing the views of all Elected Members, and are eager to discuss with the Full Council during the Autumn of 2017.

Recommendation – support the request and invite the Panel Members to discuss with the Full Council.

4. The Committee's observations are invited

MEETING	Democratic Services Committee
DATE	29 November 2016
SUBJECT	Local Government Elections 2017
PURPOSE	To update the members on the preparation work which is currently underway for the Local Government Elections 2017
AUTHOR	Vera Jones Democratic Services Manager

BACKGROUND

1.1. At the last meeting of the Democratic Services Committee, the draft plans for the arrangements of the Local Government elections in 2017 were reported, which were adopted by the Committee.

1.2. The following is an update for the Committee on the work fields identified.

AWARENESS-RAISING

1.3. Members will recall that the first element of the preparation work for the 2017 elections is the 'awareness-raising' element. It was decided that it would be beneficial to hold sessions giving an opportunity to any individual who is considering or who wishes to stand for election to come to talk to officers and members in order to be able to ask questions and have a better understanding of the requirements of the role, were they successful.

1.4 It was decided that the sessions would be held in January; the arrangements for which are as follows:

- Tuesday, 17/01/2017 6-8pm, Frondeg, Pwllheli
- Wednesday, 18/01/2017 6-8pm, Siambr Penarlag, Dolgellau
- Thursday, 19/01/2017 6-8pm, Siambr Dafydd Orwig, Caernarfon

1.5. It is essential that plenty of publicity is given to the sessions, and work is underway with the communication unit to have a clear communication plan so that people can benefit from the sessions.

WELCOME DAYS

2.1 Members will already be aware that welcome days for members will be held on **9 and 10 May 2017** (Tuesday and Wednesday). The work plan has already been adopted, and the main work now is to ensure that the details are addressed by officers internally.

2.2 Another element addressed under this heading is training. A discussion was held at the last meeting of the Council following a question by Councillor Sian Hughes regarding the advantage of attending training and that there is so much to gain from the sessions as members are then equipped with the necessary information in order for them to reach fair conclusions. The Cabinet Member, Councillor Dyfrig Siencyn, responded to the discussion by requesting that this Committee discuss:

- A. Increasing the resource for online learning - e-learning
- B. Looking at making training mandatory
- C. Publish members' attendance at training

2.3 In response to A in 2.2. above, work is already underway to develop and enable e-learning - that is, following training modules on the computer in your own time, with some questions at the end. In addition, the Council is also looking at developing webinars as another way of learning from any location. These sessions are live at specific times, but you can join the session from any location which has computer access. We are also looking at how to use the Area Forums for some training sessions, particularly for the first 6 - 12 months following the election.

2.4 The Draft Local Government (Wales) Bill published last year consulted on making some elements of training mandatory. This would mean that every authority would decide which training sessions within their authority would be mandatory. We are aware that this draft bill will be updated shortly; this is expected to happen in January 2017 and that the above will not be changed in the next draft bill.

National discussions with officers in the field have been underway under the leadership of the Welsh Local Government Association and a great number of local authorities agree that some specific fields of training should be identified as mandatory in order to ensure that members have the necessary knowledge and understanding to make sensible decisions. Therefore, although training is not statutory, there is strength in identifying the main mandatory training topics on a Wales level, so that the learning base of each Member is robust.

2.5. In terms of publishing attendance at training, this could be done via modern.gov in the way that attendance at committees is currently published. We need to do some further work to see how it would be possible to incorporate any information about other training in this e.g. e-learning or webinars. As we are now midway through the final year of this Council, it is recommended that these arrangements should be adopted by the next Council term.

INFORMATION TECHNOLOGY PROVISION

3.1 The Focus Group has met several times in recent months. The group is now trialling different devices. By using the different equipment for a specific amount of time, members will be able to evaluate them fairly in order to reach the right conclusion. There are several considerations in question, including how easy they are to use, how portable they are, cost, speed etc.

3.2. The group will meet again at the end of January in order to evaluate the equipment in full and reach a conclusion. This will then give plenty of time to place orders for the new equipment to be ready for May 2017.

3.3. The group has also considered arrangements to collect current equipment, as well as arrangements to collect equipment should a member leave during the term.

Agenda Item 7

MEETING	Democratic Services Committee
DATE	29 November 2016
SUBJECT	The Development of “Modgov” within the Council
PURPOSE	To update members on the most recent work and invite views on other matters for attention
AUTHOR	Arwel E Jones (Senior Manager – Corporate Support)

CEFNDIR

1. The Council has been using the “Modern.gov” software to support work in the democratic field for over a year now. This has involved the preparation and distribution of agenda, reports and minutes and their publication on the Councils Website.
2. As explained previously to this committee, this involved a great deal of hard work for the professional staff working in this field and the co-operation of officers in the Web Team and the Information Technology Unit. I want to note publicly my thanks to them for their willing and effective work in its introduction.

THE USE MADE OF IT

3. The main issues of it that members see is the “app” that is available for use on members’ tablets for them to receive the relevant committee agenda. There are several advantages to this “app”. Firstly, once a member has subscribed to receive an agenda, it comes onto the member’s tablet automatically without needing to be downloaded. Secondly, it enables a far more convenient way of navigation around the agenda than the more general software and also making notes and marking papers when a members wishes to note a specific point to be raised at a meeting.
4. By now, 40 of the 75 members receive their agenda in this way and, on the basis of the feedback, they appreciate it very much. Clearly, we will be concentrating now on preparations for the next election hoping that we will be able to address one problem, since we will be able to load the software for all members prior to them receiving their equipment.
5. The main public use for Modgov now is the part of the Website that deals with “The Council” and all the democracy related content that appears under that heading. That facilitates the process of loading content onto the Website and also means that we can publish more information about individual members, including their attendance levels.
6. Following observation from members, we have made some adaptations over recent months and it now means that the attendance details now include attendance at preparatory meetings, scrutiny investigations and area forums.

THE NEXT STEPS

7. Having invested in the system and accepting that it has already proved its value, we are now looking at how we are going to develop for the future. Clearly, with such systems, there are several elements that could be developed and we would like to receive observations from members on elements that they would wish to see developed in the future.
8. We are already looking at using Modgov to facilitate the publication of the 2017 election results and are looking currently at extending its use to meetings that are not public in order to use the “app” to send the papers to the members. Others matter receiving attention are including training information in the attendance details, seeking to integrate the agenda system with members’ Outlook diaries and improving our use of the forward planning and reminder facility within Modgov to improve our ability to remind officers of report timetables and track items.
9. Members’ observations are invited on the sorts of developments that should be given priority over the next period.

Meeting	Democratic Services Committee
Date	29 November 2016
Subject.	Members Charter
Purpose.	Update the committee on the application for the charter A request to establish a consultation group on the content of the charter
Author	Vera Jones Democratic Services Manager

Charter for Member Support and Development

BACKGROUND

1.1 Members will recall that the Democratic Services Committee has discussed the 'Charter for Member Support and Development' in the past. The Charter was developed by the Welsh Local Government Association and it is referred to as 'Members Charter'. Elements of the charter coincide with and build on the requirements of the Local Government Measure (Wales) 2011. Its intention is to set specific standards in the field of member development, and the Committee has discussed it in the past.

1.2 It was reported in 2014 that it was no longer possible to gain the Charter due to a lack of resources within the Welsh Local Government Association to assess applications by authorities. The Committee decided that the principles of the Charter deserved to be supported, and the Council has continued to work towards them since.

1.3 By now, the Welsh Local Government Association has the resources to assess applications for the Charter, and Gwynedd Council is eager to submit an application.

MEMBERS' JOB DESCRIPTIONS

1.4 One of the main matters that require attention in order to gain the Charter is to ensure that job descriptions exist for specific roles for members in the Council. Several job descriptions already existed, but several new job descriptions need to be created. In order to try to have consistency between the job descriptions, this was seen as an opportunity to update the ones which already existed.

1.5 Copies of the draft job descriptions can be seen in **Appendix A**. It should be noted that the "Ordinary Member Job Description" is relevant to all Members, and that it stands alongside specific job descriptions for particular jobs. The committee's observations on the draft job descriptions are invited.

1.6 In order to ensure full consultation on the job descriptions, it is now intended to consult with the Chairs and relevant officers for each committee regarding the draft job description for their areas.

FURTHER WORK TO GAIN THE CHARTER

1.7 However, further work still needs to be completed, and the work is underway. It is believed that seeking the opinion of members regarding the other elements would also be of assistance. Reporting on all of this to Committee is not practical, therefore, it is

suggested that a small group of members to challenge and build on what has been formed would be of assistance to the Council gaining the Charter.

1.8 The Committee is invited to:

- Offer observations on the draft job descriptions in Appendix A
- Approve the way forward in terms of further consultation on the job descriptions with relevant Members and officers
- Set up a small group of members to give their opinion and assist us to gain the Charter. A group of four or five members is suggested.

DESCRIPTION OF THE ROLE AND RESPONSIBILITIES OF A MEMBER OF GWYNEDD COUNCIL

Putting the people of Gwynedd at the centre of everything we do.

Councillors' principles of conduct

- Open and transparent attitude
- Honesty
- Tolerance and respect
- Equality and fairness
- Acceptance of cultural differences
- Sustainability
- Uphold the law

1. **Accountability.**

- To the ward's electorate and the residents of the wider community
- To the Full Council

2. **Specific functions**

2.1 Lead the Community

- Represent the Council's interests in the Council
- Listen to the voices of everyone in the community
- Communicate with the communities, inform them about the Council's policies and activities, and manage their expectations
- Influence the Council to respond to communities' needs
- Undertake individual case work, and refer individuals to the correct departments
- Act as a link between the Council and the community
- Act in accordance with the pledges made during the election

2.2 Participate in the Council's work

- Influence the Council's policies, its decisions and its vision, by participating in Council meetings, scrutiny committees and other committees.
- Understand the council's policies and procedures in order to make the best use of them.
- Attend all of the relevant meetings and Committees, thoroughly preparing for them beforehand and contributing fully
- Make decisions based on balanced evidence having given due consideration to all the relevant factors
- Try to build consensus by collaborating with other members and officers

- Balance the needs of the local community with the needs of the whole Council when making decisions

2.3 Represent the Council on external bodies

(e.g. school governing bodies, police authority, local organisations)

- Understand the role of the external body, and the role of the Council's representative on it
- Attend meetings of the external body, and contribute to its discussions
- Collaborate to build a good working relationship with the external body
- Report back to the Council on the role of the external body as required
- Prepare for meetings, in order to effectively represent the Council
- Adhere to the Council's rules, guidance and Language Policy on representation on external bodies
- Accept and respect the constitution of the external body
- Periodically attend meetings of the relevant community council as an observer

2.4 Maintain standards

- Adhere to the Members' Code of Conduct and promote high standards of conduct
- Adhere to the member/officer relations protocol
- Allocate the required time for Council work and fully participate in the work *(the work takes 3 days per week on average)*
- Respect the role and contribution of other members, and officers
- Respect the Council's values
- Respect the Council's democratic decisions

2.5 Personal and professional development

- Commit to self-development and training

Description of the role of the Leader and Deputy Leader

(The leader is elected by the Full Council and leads the Council until the next election - which is usually a period of four years. The Leader appoints the Cabinet and leads the Council's political direction)

Putting the people of Gwynedd at the centre of everything we do.

Councillors' principles of conduct

- Open and transparent attitude
- Honesty
- Tolerance and respect
- Equality and fairness
- Acceptance of cultural differences
- Sustainability
- Uphold the law

1. Accountability.

- To the Full Council
- To the public

2. Purpose and activities

- **Give political guidance to the Council:**

- Act as a political leader for the Council and as the main political spokesperson for it.
- Give guidance in terms of nurturing a political concept in the Council's policies.
- To form a vision for the Council and the community.
- Give strong and clear guidance about co-ordinating policies, strategies and arrangements for providing services.

- **Appoint the Cabinet***

- Allocate appropriate responsibilities.
- Appoint appropriate councillors to fulfil those responsibilities.
- Give responsibilities to the members of the Cabinet according to their abilities.
- Appoint the Deputy Leader.

- **Represent the Authority and be an ambassador for it**

- Represent the Authority according to high standards. Represent the Authority in a strong, dexterous and eloquent manner in all county and in outside bodies.
- Represent the Authority in the WLGA Co-ordinating Committee and the WLGA Regional Partnership Board.
- Provide guidance and advice for local partnerships and organisations.
- Represent the Authority in regional and national bodies where appropriate.

- **Offer guidance in the field that they are responsible for**
 - Take specific responsibilities, bearing in mind the purpose and work of the executive councillor and the description of their function.
- **Manage and lead the Cabinet's work and steer its meetings**
 - Ensure that the work of the Cabinet goes smoothly by managing the work programme and developing it continuously.
 - Ensure that the work of the Cabinet complies with national policy objectives.
 - Advise and mentor other members of the Cabinet in their work.
 - Steer the Cabinet's meetings in accordance with the Constitution.
- **Participate in the Cabinet's decision-making process**
 - Collaborate closely with other members of the Cabinet in order to ensure that the Council's financial policies and framework are effective and that services of the highest standard are available for the local people.
 - Accept joint responsibility and support the Cabinet's decisions after announcing them.
- **Collaborate with officers to lead the Authority**
 - Contact the Chief Executive and other appropriate officers regularly.
 - Collaborate with the Council's staff on the Council's vision and strategic direction, the responsibilities of officers in the field of managing, and creating policies.
- **Lead partnerships and the community**
 - Give guidance to local strategic partnerships and local partnerships about the aims and priorities that are common to them.
 - Act as a mediator when there are disagreements about priorities.
 - Lead the local community by showing a vision and a foresight.
- **Internal governance, moral standards and links**
 - Promote and facilitate good governance in the Council.
 - Lead the community and promote an active citizenship.
 - Promote and maintain an open and transparent government.
 - Nurture and keep dignified, appropriate and effective contact with Council staff.
 - Adhere to the Members' Code of Conduct, the Protocol for Councillors and Officers and the highest standards of conduct in a public post.

Deputy Leader

(support the leader with their responsibilities and work on their behalf in their absence)

- Complete the duties of the Leader when they are absent.
- Assist the Leader in specific duties according to the need.



Description of the role of an Opposition Leader
(**Opposition** is the term for the second largest political party)

Put the people of Gwynedd at the centre of everything we do.

Councillors' principles of conduct

- Open and transparent attitude
- Honesty
- Tolerance and respect
- Equality and fairness
- Acceptance of cultural differences
- Sustainability
- Uphold the law

1. Accountability.

- To the political party that nominated them.

2. Purpose and activities

- **Give political guidance to an opposition**
 - The political Head and the main spokesperson for opposition group.
 - Give guidance when constructively challenging the Council's policies.
 - Constructively challenge the vision of the Council and the community where appropriate.
 - Give strong and clear guidance when co-ordinating alternative arrangements for policies, strategies and services.
- **Represent the Authority's opposition**
 - Represent the Authority's opposition group in accordance with high standards and be a strong, dexterous and eloquent Head in doing so.
 - Represent the Council on outside bodies.
- **Internal governance, moral standards and links**
 - Promote and facilitate good governance in the Council.
 - Lead the community and promote active citizenship.
 - Promote and maintain an open and transparent government.
 - Nurture concepts and keep dignified, appropriate and effective contact with the Council staff.
 - Adhere to the Members' Code of Conduct, the Protocol for Councillors and Officers and the highest standards of conduct in a public post.

The role of a Vice-Opposition Leader

- Complete the duties of the Leader when they are absent.
- Assist the Leader in specific duties according to the need.



A description of the role of the Chair of the Standards Committee

(who promotes, maintains and protects standards of conduct of Members within the Council and the appropriateness of all of the Council's discussions)

Putting the people of Gwynedd at the centre of everything we do.

Councillors' principles of conduct

- Open and transparent attitude
- Honesty
- Tolerance and respect
- Equality and fairness
- Acceptance of cultural differences
- Sustainability
- Uphold the law

1 Accountability

- To the Full Council

2 Role, purpose and activities

- **Lead and direct**
 - Manage meetings in a confident and effective manner to facilitate a comprehensive and communicable environment which would lead to clear decisions.
 - Emphasise a sincere and unbiased attitude when working, whilst accepting professional advice, and responding to it.
 - Act in accordance with the requirements of the Constitution and the relevant acts and policies.
 - Ensure that the meetings are being held in accordance with Gwynedd Council's Language Policy to promote the use of the Welsh language.
 - Chair meetings in accordance with Gwynedd Council's constitutional rules. (See the Constitution, part 4 - Procedure Rules)
 - Be an ambassador for the Committee, whilst nurturing an understanding of its work.
- Lead the Committee in achieving its role regarding:
 - promoting and maintaining high standards of conduct by councillors and co-opted members
 - assisting the councillors and co-opted members to adhere to the Members' Code of Conduct

- advising the Council on the adoption or amendment of the Members' Code of Conduct
- Monitor the course of Members' Code of Conduct
- advising and training councillors and co-opted members (or arrange for them to be trained) on matters that are relevant to the Members' Code of Conduct
- allow dispensations for councillors and co-opted members
- dealing with tribunal reports or intervenal tribunals and the reports of the Council's Monitoring Officer regarding any matter that the officer has submitted to the Public Services Ombudsman for Wales.
- achieve roles regarding the Community Councils and their members.

A description of the role of a Standards Committee Member

(who promotes, maintains and protects standards of conduct of Members within the Council and the appropriateness of all of the Council's discussions)

1 Putting the people of Gwynedd at the centre of everything we do.

Councillors' principles of conduct

- Open and transparent attitude
- Honesty
- Tolerance and respect
- Equality and fairness
- Acceptance of cultural differences
- Sustainability
- Uphold the law

1 Accountability

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

2 Role, purpose and activities

- **Understand the nature of the Standards Committee and help it achieve its role by:**
 - promoting and maintaining high standards of conduct by councillors and co-opted members
 - assisting the councillors and co-opted members to adhere to the Members' Code of Conduct
 - advising the Council on the adoption or revision of the Members' Code of Conduct
 - Monitoring the course of Members' Code of Conduct
 - advising and training councillors and co-opted members (or arrange for them to be trained) on matters that are relevant to the Members Code of Conduct
 - allowing exemptions for councillors and co-opted members
 - dealing with tribunal reports or intervenal tribunals and the reports of the Council's Monitoring Officer regarding any matter that the officer has submitted to the Public Services Ombudsman for Wales.
- Understand technical, procedural and legal matters to contribute in a fair and accurate way to the work of the Committee.
- Operate in an objective, impartial and comprehensive manner in receiving and using specialist advice about the various matters that are put before the Committee.

- **Participate in meetings and decide on matters**
 - Participate effectively in the meetings of the Standards Committee.
 - Make wise and unbiased decisions (according to the Committee's terms of reference) that comply with the requirements of the law, the Constitution and relevant policies.
- **Internal governance, moral standards and links**
 - Ensure the quality of the Committee's decisions and ensure that you fulfil your role as a member of it by adhering to the Members' Code of Conduct and other constitutional and legal requirements.
 - Promote and facilitate good governance in the Council.
 - Understand the various roles of the councillors, officers and external people that operate in the field that the Committee is responsible for.

A description of the role of the Chair of the Democratic Services Committee
(who is responsible for reviewing the resources available for the Council to implement its democratic roles effectively)

Putting the people of Gwynedd at the centre of everything we do.

Councillors' principles of conduct

- Open and transparent attitude
- Honesty
- Tolerance and respect
- Equality and fairness
- Acceptance of cultural differences
- Sustainability
- Uphold the law

1 Accountability

- To the Full Council

2 Role, purpose and activities

- **Lead and direct**
 - Manage meetings in a confident and effective manner to facilitate a comprehensive and communicable environment which would lead to clear decisions.
 - Emphasise a sincere and unbiased attitude when working, whilst accepting professional advice, and responding to it.
 - Act in accordance with the requirements of the Constitution and the relevant acts and policies.
 - Ensure that meetings are being held in accordance with Gwynedd Council's Language Policy to promote the use of the Welsh language.
 - Chair meetings in accordance with Gwynedd Council's constitutional rules. (See the Constitution, part 4 - Procedure Rules)
 - Be an ambassador for the Committee, whilst nurturing an understanding of its work.
- **Manage meetings effectively**
 - Collaborate with the Vice-chair and officers to agree on a clear agenda, objectives and aims for every meeting
 - Manage the way the meeting goes ahead, ensuring that the meeting's aims are achieved and that everyone adheres to the Members' Code of Conduct, the procedure rules and other constitutional rules (keeping in mind that a few committees are being webcast)

- Ensure that the appropriate preparatory work is done beforehand (that includes, as appropriate, preparatory or briefing meetings, explaining the roles of Committee members, officers and other attendees, arrange timetables)
- Ensure that everyone that is participating at the meeting has the opportunity to appropriately contribute, and receive appropriate responses
- Ensure that the Committee is clear on its decision and summarise any proposals and the reasons for the decision

- **The contribution and development of the Committee Members**

- Encourage a high level of performance from every Committee member
- Assess the Committee's collective performance and facilitate appropriate development activities and/or take the appropriate steps.

3 Lead the Committee in achieving their role regarding the following:-

- Appoint the Head of the Democratic Services
- Keep an eye on the staff, the offices and other resources available to the Head of Democratic Services to ensure that they are suitable.
- Draw up a report to the Council every year on the above matter
- Appoint members and Chairs of Sub-committees to achieve the roles that the Committee has delegated.
- Consider reports that the Head of Democratic Services have drawn up.
- Draw up the Council's strategy for assisting and developing councillors.
- Ensure that there are sufficient training and development activities available to the councillors according to the Council's strategy in order to assist and develop them for the Wales Charter for Member Support and Development.
- Ensure enough money is in the budget to develop councillors.
- Ensure that personal development activities and yearly reviews of personal development are available for councillors.
- Collaborate with an assistant activities promoter and develop the councillors where appropriate to promote the role of the councillors and insist on support with the aid of appropriate development courses
- Emphasise an independent, honest and impartial attitude in deciding on matters according to the requirements of the law, the Constitution and relevant policies.

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

- Act as an ambassador for the Committee, helping people understand their roles
- Act according to technical, procedural and legal requirements to supervise the Committee's functions in a fair and accurate manner
- Ensure that the Committee operates in an objective, impartial and thorough manner in receiving and using specialist advice about the various matters that are put before the Committee.

- **Internal governance, moral standards and links**

- Developing the Committee's reputation, honesty and decisions

- Understand the various roles of the councillors, officers and external people that operate in the field that the Committee is responsible for.
- Promote and facilitate good governance in the Council.

A description of the role of a Democratic Services Committee Member

(who is responsible for reviewing the resources available for the Council to implement their democratic roles effectively)

Putting the people of Gwynedd at the centre of everything we do.

Councillors' principles of conduct

- Open and transparent attitude
- Honesty
- Tolerance and respect
- Equality and fairness
- Acceptance of cultural differences
- Sustainability
- Uphold the law

1 Accountability

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

2 Role, purpose and activities

2.1 Undertake the role of the Democratic Services Committee

- Appoint the Head of the Democratic Services.
- Ensure sufficient resources of staffing, the offices and other resources available to the Head of Democratic Services to ensure that they are suitable.
- Draw up a report to the Full Council every year about the above matter.
- Appoint members and Chairs of Sub-committees to achieve the roles that the Committee has delegated.
- Consider reports that the Head of Democratic Services has drawn up.
- Draw up the Council's strategy for assisting and developing councillors.
- Ensure that there are sufficient training and development activities available to the councillors according to the Council's strategy in order to assist and develop them for the Wales Charter for Member Support and Development.
- Ensure enough money is in the budget for councillor development.
- Ensure that personal development activities and yearly reviews of personal development are available for councillors.

- Understand technical, procedural and legal matters to contribute in a fair and accurate way to the work of the Committee.
- Act in an objective, impartial and comprehensive manner in receiving and using specialist advice about the various matters that are put before the Committee.

2.2 Participate in meetings and decide on matters

- Participate effectively at the meetings of the Committee.
- Make wise and unbiased decisions (according to the Committee's terms of reference) that comply with the requirements of the law, the Constitution and relevant policies.
- Promote and facilitate good governance in the Council.
- Understand the various roles of the councillors, officers and external people that operate in the field that the Committee is responsible for.

A description of the role of a Scrutiny Committee Member

(The Scrutiny Committee

- keeps an overview of the Council's decisions and brings them to account
- conducts investigations)

Putting the people of Gwynedd at the centre of everything we do.

Councillors' principles of conduct

- Open and transparent attitude
- Honesty
- Tolerance and respect
- Equality and fairness
- Acceptance of cultural differences
- Sustainability
- Uphold the law

1 Accountability

- To the public.
- To the Full Council
- To the relevant Chair of the Scrutiny Committee

2 Role, purpose and activities

- Participate in full in the Council's work, such as drawing up and accomplishing their work programme, and any relevant task and finish cycles.

2.1 Participate in meetings

- Sufficiently and appropriately prepare for meetings by researching and documents.
- Take part in a proactive and effective way, according to relevant information, taking into consideration the Members' Code of Conduct, the standing rules and other constitutional requirements.
- Act in an objective, impartial and comprehensive manner

2.2 Ensure that the Cabinet is accountable, and monitor the performance / provision arrangements of services

- Address underachievement cases
- Evaluate the Cabinet's decisions and 'call them in' where appropriate.
- Keep an eye on what the internal and external providers achieve according to relevant standards and targets, including questioning the Cabinet and the senior officers for a period.

2.3 Pre-scrutinise policies

- Help to create, develop, improve and refine the Council's policies.
- Question policies according to strong evidence such as the law or local political priorities.
- Assess the effects of current policies.

2.4 Leading the community

- Use scrutiny work to address matters within the community and engage with the public.
- Encourage associated people to participate in the Authority's work.
- Facilitate discussions amongst the local residents and other associated people for priorities, objectives and what needs to be achieved.

A description of the role of the Chair of the Audit Committee

(The Committee is responsible for ensuring that the Council's governance and financial arrangements are in order)

Putting the people of Gwynedd at the centre of everything we do.

Councillors' principles of conduct

- Open and transparent attitude
- Honesty
- Tolerance and respect
- Equality and fairness
- Acceptance of cultural differences
- Sustainability
- Uphold the law

1 Accountability

- To the Full Council

2 Role, purpose and activities

- **Lead and direct**
 - Manage meetings in a confident and effective manner to facilitate a comprehensive and participatory environment which would lead to clear decisions.
 - Emphasise a sincere and unbiased attitude when working, whilst accepting professional advice, and responding to it.
 - Act in accordance with the requirements of the Constitution and the relevant acts and policies.
 - Ensure that meetings are being held in accordance with Gwynedd Council's Language Policy to promote the use of the Welsh language.
 - Chair meetings in accordance with Gwynedd Council's constitutional rules. (See the Constitution, part 4 - Procedure Rules)
 - Be an ambassador for the Committee, whilst nurturing an understanding of its work.
- **Manage meetings effectively**
 - Collaborate with the Vice-chair and officers to agree on a clear agenda, objectives and aims for every meeting
 - Manage the way the meeting progresses, ensuring that the meeting's aims are achieved and that everyone adheres to the Members' Code of Conduct, the procedure rules and other constitutional rules (keeping in mind that a few committees are being webcast)

- Ensure that the appropriate preparatory work is done beforehand (that includes, as appropriate, preparatory or briefing meetings, explaining the roles of Committee members, officers and other attendees, arrange timing)
- Ensure that everyone that all participants at the meeting have the opportunity to appropriately contribute, and receive appropriate responses
- Ensure that the Committee is clear on its decision and summarise any proposals and the reasons for the decision
- **The contribution and development of the Committee Members**
- Encourage a high level of performance from every Committee member
- Assess the Committee's collective performance and facilitate appropriate development activities and/or take the appropriate steps.

3 Lead the Committee in achieving its role regarding:-

- Review and audit the Council's financial matters.
- Draw up reports and recommendations regarding the Council's financial matters.
- Review and assess the Council's risk management arrangements, internal control and the Council's corporate governance.
- Draw up reports and recommendations to the Council regarding the suitability and effectiveness of those arrangements.
- Supervise the Council's internal and external financial audit arrangements.
- Review the financial reports the Council has prepared and approve them when powers have been delegated.
- Nurture a relationship with internal and external inspectors and the Council's Monitoring Officer.
- Create a work programme to achieve the Committee's functions.
- Review and assess the work of the Committee and its members.
- **Promote the role of the Audit Committee**
 - Act as an ambassador for the Committee, helping people understand their roles
 - Understand technical, procedural and legal matters to supervise the Committee's functions in a fair and accurate manner
 - Ensure that the Committee operates in an objective, impartial and thorough manner in receiving and using specialist advice about the various matters that are submitted before the Committee and the financial audit processes.
- **Internal governance, moral standards and links**
 - Understand the financial risks that are relevant to corporate governance matters. Be satisfied that the Council's assurance statements, such as the Annual Governance Statement, reflects those risks and any work required to alleviate those risks.

- Develop the Committee's reputation, honesty and decisions
- Understand the various roles of the councillors, officers and external people who operate in the field that the Committee is responsible for.
- Promote and facilitate good governance in the Council.

A description of the role of an Audit Committee Member

(The Committee is responsible for ensuring that the Council's governance and finance arrangements are in order)

Putting the people of Gwynedd at the centre of everything we do.

Councillors' principles of conduct

- Open and transparent attitude
- Honesty
- Tolerance and respect
- Equality and fairness
- Acceptance of cultural differences
- Sustainability
- Uphold the law

1 Accountability

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

2 Role, purpose and activities

2.1 Understand the role of the financial audit committee and achieve its roles:

- Review and audit the Council's financial matters.
- Present reports and recommendations regarding the Council's financial matters.
- Review and assess the risk management arrangements, internal control and the Council's corporate governance.
- Present reports and recommendations to the Council regarding how suitable and effective those arrangements are.
- Supervise the Council's internal and external financial audit arrangements.
- Review the financial reports the Council has prepared and approve them when powers have been delegated.
- Understand technical, procedural and legal matters to contribute in a fair and accurate way to the work of the Committee.
- Act in an objective, impartial and thorough manner in receiving and using specialist advice on how to hold meetings and the various matters that are put before the Committee.

2.2 Participate in meetings and decide on matters

- Participate effectively in the meetings of the Audit Committee; ask about matters that are part of the Committee's remit and ask for an explanation when there is ambiguity.
- Make wise and unbiased decisions (according to the Committee's terms of reference) that comply with the requirements of the law, the Constitution and relevant policies.

- **Internal governance, moral standards and links**

- Understand the financial dangers that are relevant to corporate governance matters.
- **Be satisfied that the Council's assurance statements, such as the yearly statement on governance, reflects those dangers and any work that needs to be alleviated.**
- Promote and facilitate good governance in the Council.
- Understand the various roles of the councillors, officers and external people who operate in the field that the Committee is responsible for.

Member of Gwynedd Council

To fulfil their role according to the description, a Councillor will need to:

Represent and assist communities

- Good representation skills.
- Ability to deal with people.
- Be honest, with the ability to work in an unbiased way whatever their personal opinion.
- Ability to present relevant and reasonable arguments.
- Ability to communicate well.

Decide, and take a look at what the Council achieves

- Knowing and understanding the rules and practices of meetings.
- Understanding the context of strategies, policies and services for making decisions.
- Ability to question ideas and contribute positively in order to draw up policies.

Representing the Council (on external bodies)

- Ability to speak clearly in public.
- Ability to present clearly.
- Ability to convince other people to act in an appropriate manner.

Internal governance, moral standards and links

- Be respectful of others.
- Understand the roles of the Councillors, officers and various agents.
- A desire to collaborate with others.
- Know and understand the Members' Code of Conduct and the Protocol of the Councillors and Officers.
- Know the Council's values and commit to them.

Personal and professional development

- Ability to assess personal and professional needs.
- Participate in development work.

Chairman of the Council

To fulfil their role according to the description, the Chair of the Council will need to:

Represent the Council's democratic authority

- Ability to speak clearly in public.
- Thoroughly understand the function of the Chair.

Steer the meetings of the Council

- Ability to steer meetings, ensuring that the objectives are being achieved and that everyone takes part in the discussions.
- Understand the Council's Standing Rules.

Maintain and promote the Council's Constitution

- Understand the Council's Constitution.
- Understand when to ask for advice from the Monitoring Officer about matters of the Constitution.

Internal governance, moral standards and links

- Understand the roles of the Councillors, officers and various agents.
- A desire to collaborate with others.
- Know and understand the Members' Code of Conduct and the Protocol of the Councillors and Officers.
- Know the Council's values and commit to them.

Prepare work programmes

- Ability to arrange and manage work programmes

Leader

To fulfil their role according to the description, a Leader will need to:

Give political guidance to the Council:

- Know the community's strengths, fields to improve and the main matters.
- Understand the relationship between state and local politics.
- Be aware of the matters that face the Council.
- Understand the Council's strategies, policies and activities.

Appoint the Cabinet

- Understand the rules regarding appointing Cabinet members.
- Ability to identify talent amongst Councillors.
- Ability to arrange the most advantageous appointments in and across political groups.
- Evaluate, advise and mentor Cabinet members.

Represent the Authority and be an ambassador for it

- High level of communication skills to communicate with the media, the local residents and wider audiences.
- Ability to speak clearly in public.

Offer guidance in the field that they are responsible for

- Ability to achieve the role of a Cabinet member appropriately

Manage and lead the Cabinet's work and steer its meetings

- Understand the Cabinet's rules and procedures.
- Ability to steer meetings, including encouraging every member to participate.
- Know and understand national policy objectives.
- Take a look at the work the Cabinet members achieve.

Participate in the Cabinet's decision-making process

- Ability to question decisions constructively and suggest other options.

Collaborate with officers to lead the Authority

- Understand the roles and responsibilities of the Chief Executive and other officers.

Lead partnerships and the community

- Ability to appropriately lead
- Ability to discuss terms and brockorage.
- Smart and creative thinking - a talent for prediction.

Internal governance, moral standards and links

- Understand the roles of the Councillors, officers and various agents.
- A desire to collaborate with others.
- Know and understand the Members' Code of Conduct and the Protocol of the Councillors and Officers.
- Know the Council's values and commit to them.



Opposition Leader

To fulfil their role according to the description, an Opposition Leader will need to:

Give political guidance to the opposition

- Know the community's strengths, fields to improve and the main matters.
- Understand the relationship between national and local politics.
- Be aware of the matters that face the Council.
- Understand the Council's strategies, policies and activities.
- Ability to question such strategies, policies and procedures.

Represent the Authority's opposition

- Excellent communication skills to communicate with the media, the local residents and wider audiences.
- Ability to speak clearly in public.
- Smart and creative thinking - a talent for prediction.
- Ability to lead.

Internal governance, moral standards and links

- Understand the roles of the Councillors, officers and various agents.
- A desire to collaborate with others.
- Know and understand the Members' Code of Conduct and the Protocol of the Councillors and Officers.
- Know the Council's values and commit to them.



Chair of the Standards Committee

To fulfil their role according to the description, the Chair of the Standards Committee will need to:

Understand the function of the Standards Committee

- Understand the purpose and function of the Council, the Standards Committee and the procedure to report complaints.
- Understand the function of the Committee.
- Understand the law and the Constitution in relation to behaviour.
- Understand the roles of the Councillors and officers.
- Understand the seven principles of Nolan.
- Leadership skills.
- Ability to manage the work of the Committee.
- Show objectivity by making independent decisions on the basis of evidence and the legal responsibility.
- Willing to be accountable to the public.

Promote the function of the Standards Committee

- Ability to advise and ensure training for the Members of the Council and Community Councils in accordance with the Members' Code of Conduct.
- Be honest, whilst operating in an unbiased way whatever their personal opinion.
- Know and understand the Members' Code of Conduct and the protocols, and promote them.
- Understand when to ask advice from the Monitoring Officer about the Constitution.

Internal governance, moral standards and links

- Know and understand the Members' Code of Conduct and the protocols.
- Know the Council's values and commit to them.

Standards Committee Member

To fulfil their role according to the description, a member of the Audit Committee will need to:

Understand the function of the Standards Committee

- Understand the purpose and function of the Council, the Standards Committee and the procedure to report complaints.
- Understand the law and the Constitution in relation to behaviour.
- Understand the roles of the Councillors and officers.
- Show objectivity by making independent decisions on the basis of evidence and the legal responsibility.
- Understand Gwynedd Council's Gifts and Hospitality Policy.
- Understand the seven principles of Nolan.

Participate in meetings, and decide

- Be honest, whilst operating in an unbiased way whatever their personal opinion.
- Ability to listen, and give every consideration and respect to other people's comments.
- Ability to analyse information.
- Monitoring the implementation of the Members' Code of Conduct
- Willing to be accountable to the public.

Internal governance, moral standards and links

- Know and understand the Members' Code of Conduct and the protocols.
- Know the Council's values and commit to them.

Chair of the Democratic Services Committee

To fulfil their role according to the description, the Chair of the Democratic Services Committee will need to:

Provide guidance and direction

- Understand the Council's purpose and functions.
- Understand the Committee's role, the Chair's role and democratic arrangements.
- Understand the legal requirements for the Committee.
- Understand the state and local requirements in terms of assisting and developing councillors.
- Understand the support arrangements for Councillors.
- Understand and maintain the Wales Charter for Member Support and Development.
- Ability to co-ordinate effectively with the Head of Democratic Services and the Councillor for assisting and developing Members.
- Ability to draw up work programmes.
- An objective attitude.
- Ability to nurture concepts.

Manage the work programme

- Ability to manage projects and resources.
- Ability to manage people.
- Ability to prioritise.
- Ability to give reports on progress to various cohorts in many styles.

Manage meetings effectively

- Understand and use meeting protocols, Members Code of Conduct, fixed rules and other constitutional requirements.
- Can steer the meetings effectively, controlling the agenda and completing the aims.
- Ability to facilitate discussions effectively.

The involvement and development of the Committee Members

- Understand the function of the Committee and the skills of its members.
- Understand the need to promote the Council's diversity.
- Ability to aid the Committee and its members to assess what needs to be developed and what has been achieved.
- Ability to note any needs in terms of training and development, promote appropriate learning and development activities and taking part in them.

Democratic Services Committee Member

To fulfil their role according to the description, a member of the Democratic Services Committee will need to:

Participate in full in the Council's work

- Understand the Council's purpose and functions.
- Understand the Committee's role, the Chair's role and democratic arrangements.
- Understand the support arrangements and training for Councillors.
- An objective attitude.

The involvement and development of the Committee Members

- Understand the need to promote the Council's diversity.
- Ability to assess what needs to be developed and what has been achieved.
- Participate in development work.

Chair of the Scrutiny Committee

To fulfil their role according to the description, the Chair of the Scrutiny Committee will need to:

Provide guidance and direction

- Understand the Council's purpose and functions.
- Understand the function of the Committee's scrutiny work and remit, the Chair's function and other elements of the democratic arrangements.
- Understand the support arrangements for Councillors.
- Understand the Council's priorities, its services, its financial priorities and the relevant risks.
- Ability to draw up work programmes.
- Understand community matters.
- An objective attitude.
- Discuss terms and nurture concepts.
- Ability to nurture a constructive relationship with the Cabinet and be a 'critical friend' to it.

Manage the work programme

- Ability to manage projects and resources.
- Ability to manage people.
- Ability to prioritise.
- Ability to give progress reports to various cohorts in many styles.

Manage meetings effectively

- Understand and use meeting protocols, Members' Code of Conduct, standing rules and other constitutional requirements.
- Ability to steer the meetings effectively, controlling the agenda and completing the aims.
- Ability to facilitate discussions effectively.
- Ability to listen and question effectively.

Leading the community

- Understand the fundamentals of community leadership
- Knowledge of local matters and expectations.
- Ability to collaborate effectively with all of the local residents, nurturing an understanding of scrutiny work and encourage them to grasp it.
- Know individuals and organisations in the community, especially those who are mostly on the periphery.

The involvement and development of the Committee Members

- Understand the function of the Scrutiny Committee and the skills of its members.

- Ability to aid the Committee and its members to assess what needs to be achieved.
- Ability to note any needs in terms of training and development, promote appropriate learning and development activities and participate in them.

A member of the Scrutiny Committee

To fulfil their role according to the description, a member of the Scrutiny Committee will need to:

Participate in full in the Council's work

- Understand the purpose and role of the Scrutiny Committee, as well as the remit of its own Committee and other Committees.
- Understand the support arrangements for Councillors.
- Work under the Chair's wing.

Review and draw up policies

- Know the current policies and be able to analyse them.
- Understand the best practices.
- Understand the contexts of acts and national and local policies.

Monitor the performance and provision arrangements of services, and ensure that the Cabinet is accountable

- Understand the Council's priorities and the arrangements for assessing risks.
- Understand the principles and practices of performance management
- Understand the Council's performance management measures.
- Ability to analyse data and to question what has been achieved.
- Understand 'drop-in' arrangements.

Promoting scrutiny work

- Ability to discuss terms and nurture concepts.
- Ability to operate objectively on the basis of appropriate evidence.

Leading the community

- Understand the fundamentals of the community
- Know about local matters and expectations.
- Ability to collaborate effectively with all of the local residents and to develop an understanding of a scrutiny role and encourage them to come to grips with it.
- Know individuals and organisations in the community, especially those that are mostly on the periphery.

Participate in meetings

- Ability to analyse information and data from various sources.
- Understand and use meeting protocols, Members' Code of Conduct, standing rules and other constitutional requirements.
- Ability to participate in meetings, including listening, questioning and talking effectively.

Chair of the Audit Committee

To fulfil their role according to the description, the Chair of the Audit Committee will need to:

Provide guidance and direction

- Understand the Council's purpose and functions.
- Understand the Council's function, the Committee's remit and the Chair's role.
- Understand comparative audit and scrutiny roles.
- Understand the Council's internal and external audit arrangements, risk management and corporate government.
- Understand the Council's priorities, its services, its financial priorities and the relevant risks.
- Ability to draw up work programmes.
- An objective attitude.
- Discuss terms and nurture concepts.
- Ability to nurture a constructive relationship with the Cabinet and be a 'critical friend' to it.

Manage the work programme

- Ability to manage projects and resources.
- Ability to manage people.
- Ability to prioritise.
- Ability to give reports on progress to various cohorts in many styles.

Manage meetings effectively

- Understand and use meeting protocols, Members Code of Conduct, fixed rules and other constitutional requirements.
- Can steer the meetings effectively, controlling the agenda and completing the aims.
- Ability to facilitate discussions effectively.
- Ability to listen and question effectively.

The involvement and development of the Committee Members

- Understand the function of the Audit Committee and the skills of its members.
- Ability to aid the Committee and its members to assess what needs to be achieved.
- Ability to note any needs in terms of training and development, promote appropriate learning and development activities and taking part in them.

Audit Committee Member

To fulfil their role according to the description, the member of the Audit Committee will need to:

Participate in full in the Council's work

- Understand the purpose and role of the Audit Committee, as well as the remit of its own Committee and other Committees.
- Understand the Council's internal and external audit arrangements, risk management and corporate government.
- Understand comparative audit and scrutiny roles.
- Understand the contexts of acts and state and local policies.
- Understand the Council's priorities and the arrangements for assessing risks.
- Ability to analyse data and to question objectively.

Participate in meetings

- Ability to analyse information and data from various sources.
- Understand and use meeting protocols, Members Code of Conduct, fixed rules and other constitutional requirements.
- Ability to participate in meetings, including listening, questioning and talking effectively.

The Chair of the Regulatory Committee

To fulfil their role according to the description, the Chair of the Regulatory Committee will need to:

Provide guidance and direction

- Ability to hold meetings to ensure that the applicants are of the opinion that they have had fair play even when the application has been rejected.
- Understand the function of the Council and ensure that everyone that is involved with the Council is aware of that function as well.
- Leadership skills.
- Know local matters.
- Ability to manage the work of the Committee.
- Ability to nurture and maintain appropriate skills amongst the members of the Committee.

Promote the role of the Regulatory Committee and quasi-legal decisions

- Understand and appreciate the regulatory framework.
- Ability to motivate and inspire the members of the Committee in relation to their work.
- Be honest, whilst working in an unbiased way whatever their personal opinion.
- Know and understand the Members' Code of Conduct and the protocols, and promote them.

Internal governance, moral standards and links

- Know and understand the Members' Code of Conduct and the protocols.
- Know the Council's values and commit to them.

A member of the Regulatory Committee

To fulfil their role according to the description, a member of the Regulatory Committee will need to:

Understand the nature of the Regulatory Committee and quasi-legal decisions

- Be honest, whilst working in an unbiased way whatever their personal opinion.
- Know the acts, the policies and the procedures regarding regulatory and quasi-legal decisions.
- Nurture information.
- An objective attitude and comprehension.

Participate in meetings, and decision-making

- Ability to listen, and give every consideration and respect to other people's comments.
- Ability to speak clearly in public.
- Can represent well.

Internal governance, moral standards and links

- Know and understand the Members' Code of Conduct and the protocols.
- Know the Council's values and commit to them.

Cabinet Member

To fulfil their role according to the description, a Cabinet Member will need to:

Lead the field that they are responsible for

- Understand the Council's strategies, policies and activities.
- Ability to lead.

Help to appoint a strategic agenda and work programme in the field that they are responsible for

- Ability to present information to other people.
- Strategic acuity.
- Know about relevant matters and who should be involved when deciding.
- Ability to convince other people.
- Know about the Council and the country's objectives.

Represent the field that they are responsible for

- Ability to speak clearly in public.
- Ability to present well.

Provide reports and giving account

- High level of communication skills.

Participate in the Council's meetings and decisions

- Ability to question decisions constructively and suggest other options.
- Information, confidence and ability to take part in discussions and help solve matters relating to more than one field and/or member.

Lead partnerships and the community

- Ability to appropriately lead
- Ability to discuss terms and brockage.
- Smart and creative thinking - a talent for prediction.

Internal governance, moral standards and links

- Understand the roles of the Councillors, officers and various agents.
- A desire to collaborate with others.
- Know and understand the Members' Code of Conduct and the Protocol of the Councillors and Officers.
- Know the Council's values and commit to them.

Champion

To fulfil their role according to the description, they will need to:

In the Council

- Understand the field that is being promoted regarding the Council's strategies and policies, good practices, improvement matters, national programmes and the interests of the area in question.
- Ability to engage with various councillors and officers about the field in question and listen to their comments about their needs.
- Ability to represent the field in question in the Council.

In the Community

- Understand the needs of the community about the field in question
- Ability to engage with citizens/community groups in matters that are relevant to that field.
- Ability to lead and maintain local enterprises that are involved with the field.
- Ability to represent the Council's point of view in the community regarding the field.

