

## **Article 7 The Executive Board**

**7.1 Role** The Executive Board will carry out all the local authority's functions which are not the responsibility of the Council whether by law or under these executive arrangements. The Executive Board, in exercising these functions will do so within the Budget and Policy Framework set by the Council in accordance with these arrangements. The Executive Board also has a key role in proposing the Budget and Policy Framework to the Council. In addition, the Executive Board and its members will lead the Community Planning process; the drive for continuous service improvement through the Wales Programme for Improvement; lead the preparation of and subsequently oversee them implementation of the Council's policies; take in-year decisions on resources and priorities subject to the Budget and Policy Framework Procedure Rules; and be the focus for forming partnerships with other local public, private, voluntary and community sector organisations to address local needs. The Executive Board will also consider and respond to any recommendations and reports from scrutiny committees, community networks/area panels, regulatory and other committees, advisory panels and the Standards Committee.

### **7.2 LEADER OF THE COUNCIL JOB PROFILE**

#### **1 Accountability**

To Full Council  
To nominating group  
To the electorate

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

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

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

To act as the Council Member nominated to sign the Annual Statement of Internal Control following formal approval by the Audit Committee.

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

Draw up Executive Board Member portfolios

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

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

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

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

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

Providing leadership and support to local partnerships and organisations.

Representing the council in regional and national bodies as appropriate.

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

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

### **1.2.5 Manage and lead the work of the executive board and chair meetings**

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

Ensuring that the work of the executive board meets national policy objectives.

Advising and mentoring other executive board members in their work.

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

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

### **1.2.6 Participate and lead in the collective decision making of the executive board**

To work closely with other executive board members in ensuring:  
the development of effective council policies  
the budgetary framework for the Council  
the delivery of high quality services to local people.

To accept collective responsibility and support decisions made by the executive board.

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

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

To liaise with the Chief Executive, and other appropriate officers, on a regular basis

To work with employees of the Council in relation to the strategic vision and direction of the Council, the management roles of officers and the development of policy issues.

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

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

To negotiate and to be a broker in cases of differing priorities and disagreement

To act as a leader of the local community by showing vision and foresight

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

Promoting and supporting good governance of the Council and its affairs

Providing community leadership and promoting active citizenship

Promoting and supporting open and transparent government

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

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

### **1.2.10 Councillor Learning & Development**

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

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

### **1.2.3 Values**

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

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

## **PERSON SPECIFICATION FOR THE LEADER OF THE COUNCIL**

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

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

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

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

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

### **2.3 Representing and acting as ambassador for the Authority**

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

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

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

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

An understanding of the Council's constitution and procedure rules  
Skills to Chair meetings, including encouraging participation from all members.  
A knowledge and understanding of national policy objectives  
An overview of the work being carried out by all executive board members.

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

The ability to constructively challenge decisions and suggest alternatives

## **2.7 To work with officers to lead the organisation**

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

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

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

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

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

## **7.3 EXECUTIVE BOARD MEMBER STRATEGIC CO-ORDINATOR (DEPUTY LEADER) JOB PROFILE**

### **1 Accountability**

To the Leader of the Council  
To the Executive Board (through collective responsibility)  
To Full Council  
To the electorate

### **2 Role Purpose and Activity**

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

Deputy Leader for Community Safety, Community Networks and Welsh Language; and  
Deputy Leader for Customer Focus/Equality, Freedom of Information Act and

## Social Inclusion

Each Deputy Leader will undertake such functions as set out in their job profile and the job profile of the Leader of the Council as set out in 2 above as may be requested by the Leader in circumstances where he/she is unable to exercise them e.g. Charing Meetings of the Executive Board, or representing the Leader at events and meetings both within the County and at a regional or national level - subject to any decisions falling within the remit of a relevant executive board member being exercised by those members.

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

### **Jointly:**

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

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

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

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

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

## **PERSON SPECIFICATION FOR THE EXECUTIVE BOARD MEMBER STRATEGIC CO-ORDINATOR (DEPUTY LEADER)**

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

### **1 Provide support to the political leadership of the Council**

Knowledge of community strengths, areas of improvement and key issues  
An understanding of the relationship between national and local politics

Have a good strategic awareness of issues facing the Council  
An understanding of the Council's strategy, policies and operations  
Full understanding of the executive's remit and role, and terms of reference for their own, leader's and others' portfolios.  
To work within the guidance of the Leader

## **2 Representing and acting as ambassador for the Authority**

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

## **3. Provide leadership within the portfolio**

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

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

An understanding of the Council's constitution and procedure rules  
Skills to Chair meetings, including encouraging participation from all members.  
A knowledge and understanding of national policy objectives  
An overview of the work being carried out by all executive board members.

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

The ability to constructively challenge decisions and suggest alternatives

## **6. To work with officers to lead the organisation**

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

## **7. Leading partnerships and community leadership**

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

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

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

#### **7.4 Form and Composition of the Executive Board**

The Council's executive is to be known as the "Executive Board" and will comprise the Leader elected to that position by the Council and eight other Councillors appointed by the Leader. Only Councillors may be appointed to the Executive Board. (There shall be no co-optees and no deputies or substitutes for Executive Board Members. Neither the Chair nor Vice Chair of the Council may be appointed to the Executive Board and members of the Executive Board may not be members of a Scrutiny Committee.)

The Leader of the Council will hold office until the next election of the Council or until whichever of the following (a) – (d) is the earliest.:-

- (a) s/he resigns from the office; or
- (b) s/he is suspended from being a Councillor under Part 3 of the Local Government Act 2000 (although s/he may resume office at the end of the period of suspension); or
- (c) s/he is no longer a councillor;
- (d) s/he is removed from office by resolution of the Council

Executive Board Councillors will hold office until the next election of the Council or until whichever of the following (a) – (c) is the earliest.:-

- (a) they resign from office or are removed from office by the Leader;
- (b) they are suspended from being councillors under part iii of the Local Government Act 2000 (although they may resume office at the end of the period of suspension); or
- (c) they are no longer councillors.

#### **7.4 EXECUTIVE BOARD MEMBERS' PORTFOLIOS**

The table below shows details of the portfolios to be held by individual Executive members to be designated by the Leader. Executive Board members will also be given year on year achievement objectives.

#### **Executive Board Member Portfolios and Subject Areas**

##### **Councillor Mrs. M. Gravell: LEADER**

Chair of Executive Board, Corporate Leadership and Strategy, Improvement Plan;

##### **Councillor W.J.W. Evans: DEPUTY LEADER - FINANCE**

Finance and I.T Services;

##### **Councillor K. Madge: DEPUTY LEADER – CORPORATE PROPERTY, CUSTOMER FOCUS AND COMMUNITY WELLBEING**

Corporate Property (with the exception of DDA works), Customer Care, Anti-Poverty Strategy, Social Inclusion, Older Persons Strategy, Over 50's Champion, Customer Care Champion;

**Councillor M.H. Evans: HOUSING, PROPERTY AND BUILDING SERVICES**

Housing (Public and Private), Property & Building Services & DDA Works;

**Councillor P.M. Hughes: ENVIRONMENT AND PEOPLE MANAGEMENT**

Street Scene, Highways, Waste and Recycling, Transportation, H.R / People Management;

**Councillor G.H. Wooldridge: EDUCATION AND CHILDREN'S SERVICES**

Education and Lifelong Learning, Children's Services, Lead Member for Children and Young People, Young People's Champion;

**Councillor Mrs. P.E.M. Jones: HEALTH AND SOCIAL CARE**

Adult Social Care, Corporate Health Co-ordination;

**Councillor Mrs. P.A. Palmer: BUSINESS MANAGER, PUBLIC PROTECTION & YOUTH SERVICES**

Business Manager, Modernising Local Government, Community Safety, Sustainable Development and Strategy, Sustainability Champion, Communications, Member Support and Development, Community Safety Champion, Special Projects, Youth Services & Public Protection (Environmental Health and Trading Standards);

**Councillor H.C. Scourfield: REGENERATION**

Economic and Community Regeneration, West Wales European Centre, Planning, Biodiversity Champion, Welsh Language Strategy and Scheme, Leisure.

**7.5 Job Profiles for Executive Board Members**

**1 Accountability**

To the Leader of the Council

To the Executive Board (through collective responsibility)

To Full Council

To the electorate

**2 Role Purpose and Activity**

**2.1 Portfolio leadership**

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

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

Providing leadership in the portfolio

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

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

To be accountable for choices and performance in the portfolio

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

To promote the achievement of best value

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

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

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

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

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

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

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

Provide assistance in working up and carrying through a strategic work programme both political and statutory.

Carry out consultations with stakeholders as required.

Make sure that the portfolio's forward work programme is kept up to date and accurate.

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

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

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

To be a figurehead in meetings with stakeholders.

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

### **2.4 Reporting and accounting**

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

To be the principal political spokesperson for the portfolio.

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

### **2.5 Take an active part in executive board meetings and decision making**

To show an interest in and support for the portfolios of others

To recognise and contribute to issues which cut across portfolios or are issues of collective responsibility

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

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

To negotiate and act as a broker in cases of differing priorities and disagreement

To act as a leader of the local community by showing vision and foresight

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

To promote and support good governance of the Council and its affairs

To provide community leadership and promote active citizenship

To promote and support open and transparent government

To support, and adhere to respectful, appropriate and effective relationships with employees of the Council

To adhere to the Members' Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office

## **3. Values**

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

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

#### **4. EXECUTIVE BOARD MEMBER FOR REGENERATION**

##### **Grant awards to community projects**

In addition to the responsibilities set out above for all Executive Board Members the Executive Board Member for Regeneration has been delegated authority by Council (09/02/05) to approve grant awards of £5,001 and above to community projects,

##### **PERSON SPECIFICATION FOR AN EXECUTIVE BOARD MEMBER.**

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

##### **1 Portfolio leadership**

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

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

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

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

Public speaking skills  
Good presentation skills

##### **1.4 Report as appropriate**

High level communication skills

### **1.5 Take an active part in Executive Board meetings and decisions**

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

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

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

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

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

### **7.06 Proceedings of the Executive Board**

Proceedings of the Executive Board shall take place in accordance with the Executive Procedure Rules set out in Part 4 of this Constitution.

### **7.07 Responsibility for functions**

Each Executive Board Member shall have delegated authority for the exercise of all powers relating to the functions of the County Council relating to the portfolio they hold, subject to (a) the exercise of powers delegated to Officers, (b) those functions not being exercised in a way which would (1) change approved policies or strategies, (2) create new policies or strategies, (3) take decisions on the withdrawal or modification of a public service, (4) decide on significant new powers or duties arising from new legislation and (c) those decisions being taken at Executive Board Member Decision Meetings formally convened and recorded by the Chief Executive.