

# Part 5-5

## Member Job Profiles and General Principles

### COUNCILLOR

#### Purpose of Role

1. To represent effectively the interests of the Councillor's Ward and deal with constituents' enquiries and representations;
2. to contribute actively to formation, development and scrutiny of the authority's policies, budget, strategies and service delivery;
3. to participate constructively in the good governance of the District and the wider area;
4. to be a people's champion for causes which best relate to the interests and sustainability of the community and campaign for improvement of quality of life in the community in terms of equity, economy and the environment;
5. to represent the Council on any outside bodies to which the Councillor may be appointed; and
6. to engage in continuous member development to enhance corporate and personal skills effectiveness.

#### Key Tasks

1. To fulfil statutory and any additional locally determined requirements of an elected member of a local authority and the authority itself, including compliance with all the relevant codes and protocols, and in particular the Code of Conduct and the seven principles of public life, participation in those decisions and activities reserved for the full Council – e.g. setting budgets;
2. to participate effectively as a member of any committee or other body to which the Councillor is appointed;
3. to participate in the activities of any outside body to which the Councillor is appointed, providing two-way communication between the organisations and presenting annually a report on the work of the body and its contribution to the District and the wider area. To develop and maintain a working knowledge of the authority's policies and practices in relation to that body and the community's needs and functions;
4. to participate, as appointed, in the area and service based consultative processes with the community and other organisations;

5. to engage with and represent the community to the authority and vice-versa through all appropriate means;
6. to keep residents and relevant stakeholders informed on key council related issues affecting the Ward including appropriate community meetings;
7. to develop and maintain a working knowledge of the authority's services, management arrangements, powers/duties, and constraints and to develop good working relationships with relevant officers of the authority;
8. to develop and maintain a working knowledge of the organisations, services, activities and other factors that impact upon the community's well-being and identity; and
9. to contribute constructively to open government and democratic renewal through active encouragement to the community to participate generally in the government of the area.

# LEADER OF THE COUNCIL

## Purpose of Role

1. To provide visible political leadership in relation to citizens, stakeholders and partners in the overall co-ordination of Council policies, strategies and service delivery;
2. to lead Cabinet in its work to develop policy framework and budget and take overall political control of the authority within the agreed policy framework;
3. to contribute actively to formulation and scrutiny of the authority's policies, budget, strategies and service delivery;
4. to lead the development of local, regional, national and International policy and strategic partnerships;
5. to lead the majority political group; and
6. to engage in continuous member development to enhance corporate and personal skills effectiveness.

## Key Tasks

1. To provide leadership to the Council and its political administration;
2. to represent the Council in the community and in discussions with regional, national and international organisations and others to pursue matters of interest to the authority and its communities;
3. to determine the number and make appointments to Cabinet, including the allocation of Cabinet portfolios;
4. to direct, manage and chair meetings of the Cabinet and to take responsibility individually and/or collectively for any specific portfolio, including providing a political lead in proposing new policy, strategy, budget and service standards, as well as acting as spokesperson for the authority;
5. as a Cabinet Member to share in undertaking Executive responsibility for developing and proposing overall strategy, budget, policy arrangements and service reviews;
6. to participate in monitoring or performance reviews of services upon request by an Overview and Scrutiny Committee;
7. to head the political group providing the Council's political administration and to act as spokesperson for that Group;
8. to direct and manage the Executive Directors, and to meet regularly (within or without Cabinet) with the Executive Directors, Assistant Director, Heads of Service and other relevant senior officers to consider and recommend action within approved policies and strategies;

9. to ensure regular contact with non-executive Councillors, community representatives and other local stakeholders and to take account of their view in shaping recommendations on policies, strategies and budgets; and
10. to maintain professional working relationships and establish mutual respect with all Members and officers.

# DEPUTY LEADER OF THE COUNCIL

## Purpose of Role

1. To assist the Leader of the Council; and
2. to engage in continuous member development to enhance corporate and personal skills effectiveness.

## Key Tasks

1. To assist the Leader in the formal processes and matters of leadership of the authority. These will include developing overall strategy, budgets, policy arrangements and service reviews, and representing the authority in the community and in discussions with regional, national and international organisations;
2. to participate in monitoring or performance reviews of services;
3. to represent the Council and the political administration in the community and elsewhere as required by the Leader; and
4. to deputise for the Leader in their absence.

# CABINET MEMBER WITH PORTFOLIO

## Purpose of Role

1. To take responsibility within the Cabinet on the basis of individual and/or collective responsibility for a portfolio of services or functions of the authority as directed by the Leader;
2. to contribute actively through the portfolio and membership of the Cabinet to the formulation and scrutiny of the authority's policies, budget, strategies and service delivery; and
3. to engage in continuous member development to enhance corporate and personal skills effectiveness.

## Key Tasks

1. To participate in the Cabinet and to implement agreed policies by taking responsibility individually and/or collectively for any portfolio allocated by the Leader of the Council, including providing a lead on and proposing new policy, strategy, programming, budget and service standards, and leading performance review;
2. to have a clear understanding and an in-depth knowledge of the respective portfolio, the scope and range of the relevant services for which they are responsible and an awareness of current agreed policies in respect of those services;
3. to consult and communicate with members of all political groups, council officers and key partners as appropriate to ensure decisions are well informed and that Council policies are widely understood and positively promoted;
4. to ensure that the political group is briefed at the appropriate time on significant issues within the respective portfolio i.e. those which have financial or other major resource implications, will result in a change in established policy, or which are contentious or politically sensitive;
5. to act as spokesperson within and outside the authority for matters within the portfolio;
6. to have responsibility for liaison with the Executive Directors, Assistant Director, Heads of Service and other senior officers responsible for the services within the portfolio;
7. to answer and account to the Council and the community for matters within the portfolio;
8. to participate in monitoring or performance reviews of services upon request by an Overview and Scrutiny Committee; and
9. to represent the Council and the political administration in the community and elsewhere as required by the Leader.

# **GROUP LEADER**

## **Purpose of Role**

1. To provide leadership to one of the authority's groups;
2. to ensure effective, positive and constructive working relationships with the authority's administration group; and
3. to engage in continuous member development to enhance corporate and personal skills effectiveness.

## **Key Tasks**

1. To lead one of the political groups to include the scrutiny of the political administration of the authority;
2. to provide, as appropriate, alternatives or amendments to the Council's policies, strategies and budgets, and propose amendments thereto;
3. to act as the spokesperson for that group;
4. to direct, manage and chair group meetings;
5. to ensure effective communication between political group members, other political groups, officers, the community, other partners and organisations; and
6. to nominate members of their group to serve on overview and scrutiny committees, regulatory committees and if appropriate, local outside bodies.

# CHAIR OF AUDIT AND STANDARDS COMMITTEE

## Purpose of Role

1. To lead the Council's activities in relation to those functions covered by the Terms of Reference of the Committee;
2. to ensure that the Committee deals with its functions in a fair and proper manner having regard to the Council's policies, the relevant statutory provisions and the rules of natural justice; and
3. to engage in continuous member development to enhance corporate and personal skills effectiveness.

## Key Tasks

1. To chair meetings of the Audit and Standards Committee in accordance with the adopted Council Procedure Rules and develop and maintain a working knowledge of the practices, procedures, services and functions which fall within the Committee's terms of reference;
2. to ensure, in relation to each function of the Committee, that appropriate policies, regulations, protocols and processes are adopted to enable the Committee to undertake its functions in a fair and even-handed manner; and
3. in partnership with the appropriate senior officers, to contribute to the agenda for Committee meetings

## Audit Tasks

1. To oversee publication of reports, plans and statements in relation to the Council's audit activity, regulatory framework and accounts to Council and elsewhere;
2. to undertake such other meetings as are necessary for the effective and efficient functioning of the Committee within its terms of reference; and
3. in consultation with the Principal Auditor to consider the training requirements of Members of the Audit and Standards Committee and arrange for suitable briefings or training sessions as appropriate.

## Standards Tasks

1. To ensure, as far as possible, that all Members of the Committee take full and proper account of the relevant legislative and probity framework in setting any policies, regulations, protocols and processes in relation to the functions of the Committee;
2. to ensure that the appropriate mechanisms are put in place to measure the efficiency and quality of the arrangements for dealing with the functions of the Committee and the Council's policies and protocols;



3. to liaise with the Monitoring Officer and maintain an overview regarding current issues related to the Code of Conduct or emerging guidance from the Ministry of Housing, Communities and Local Government;
4. to encourage best practice, so that the Members of the Committee comply with the rules relating to the declaration of interests;
5. to take the lead in promoting and maintaining high standards of conduct by Members and co-opted members; and
6. to ensure that appropriate training programmes and seminars are arranged to enhance Members' knowledge and their ability to carry out the Committee's functions effectively.

### **Chairmanship Skills Required:**

1. An understanding of the issues and topics being discussed;
2. an in depth understanding of the Code of Conduct and regulations and its application;
3. a knowledge of the Committee's Membership and differing viewpoints;
4. ability to effectively manage the meeting and focus on the pertinent issues, limit discussion to relevant points, and allow those all wishing to speak, to do so;
5. ability to summarise the debate and ensure that Members know what they are being asked to vote on; and
6. knowledge of rules of debate / Council Procedure Rules.

# CHAIR OF THE LICENSING AND GENERAL PURPOSES COMMITTEE

## Purpose of Role

1. To lead the Council's activities in relation to those functions covered by the Terms of Reference of the Committee;
2. to ensure that the Committee deals with its functions in a fair and proper manner having regard to the Council's policies, the relevant statutory provisions and the rules of natural justice; and
3. to engage in continuous member development to enhance corporate and personal skills effectiveness.

## Key Tasks

1. To chair meetings of the Committee in accordance with the adopted Council Procedure Rules and develop and maintain a working knowledge of the practices, procedures, services and functions which fall within the Committee's terms of reference;
2. to ensure in relation to each function of the Committee, that appropriate policies, regulations, protocols and processes are adopted to enable the Committee to undertake its functions in a fair and even-handed manner;
3. to ensure, as far as possible, that all Members of the Committee take full and proper account of the relevant legislative and probity framework in setting any policies, regulations, protocols and processes and in relation to the functions of the Committee;
4. in specific cases where delegated authority for suspension of licences exists with the Heads of Service in consultation with the Chair, consideration is given with all available facts and evidence;
5. in consultation with Legal Services and Heads of Service ensure that appropriate training programmes and seminars, including the annual mandatory training, are arranged to enhance Committee Members' knowledge and their ability to carry out the Committee's functions effectively; and
6. in consultation with the Democratic Services Manager ensure that all Committee Members have received the annual mandatory and on-going training prior to being selected to act as a Licensing Panel Member.

## Chairmanship Skills Required:

1. An understanding of the issues and topics being discussed;
2. a knowledge of the Committee's Membership and differing viewpoints;

3. ability to effectively manage the meeting and focus on the pertinent issues, limit discussion to relevant points, and allow all those wishing to speak, to do so;
4. ability to summarise the debate and ensure that Members know what they are being asked to vote on;
5. knowledge of rules of debate / Council Procedure Rules;
6. ability to understand the legislation related to the Committee and panels and apply it in determining licensing applications;
7. ability to understand the effects of the Committee's decision in relation to the Council's priorities and strategies / plans and the needs of the Community; and
8. a working understanding of the Licensing protocol and the Constitution in relation to licensing issues.

# CHAIR OF OVERVIEW AND SCRUTINY COMMITTEE

## Purpose of Role

1. To chair meetings of an Overview and Scrutiny Committee and hold specific responsibility for the programming and direction of reviews, accessing professional advice, where appropriate and the assembly and presentation to Council of reports (including minority reports, where necessary); and
2. to engage in continuous member development to enhance corporate and personal skills effectiveness.

## Key Tasks

1. To chair an Overview and Scrutiny Committee and develop and maintain a working knowledge of the practices, procedures, services and functions which fall within the Committee's terms of reference;
2. to propose an Annual Scrutiny Programme for the Committee, drawn up in consultation with Councillors and senior officers, to achieve a balance of service interests and broad coverage of all council services over time;
3. to lead the investigation of policy proposals referred to it by the Cabinet, in particular by leading the Committee in obtaining preliminary background information, selecting witnesses and determining whether evidence is to be given orally or in writing, and in determining a timetable for investigation;
4. to lead the scrutiny or performance reviews of the services of the authority within the remit of that Committee including where the authority so decides, the scrutiny of policies and budget, and their effectiveness in achieving the strategic objectives of the authority;
5. to lead on identifying cross-cutting strategy issues and ensure a corporate approach to appropriate scrutiny in such areas;
6. to take a lead role in scrutinising decisions taken by the Cabinet within the remit of that Committee, in particular by inviting relevant Cabinet members to attend meetings of the Overview and Scrutiny Committee, co-ordinating the questions to be asked, submitting in advance a list of the issues to be discussed or requests for detailed information, and providing a summary of the discussion and progress made;
7. to take a lead role in scrutinising the decisions of officers, following a similar approach to above;
8. in partnership with the appropriate senior officers, to contribute to the agenda for committee meetings;
9. to meet regularly with relevant officers to ensure the receipt of appropriate "independent" advice to inform effective scrutiny;

10. to ensure regular contact with non-executive Councillors, community representatives and local stakeholders to inform effective scrutiny of policies, strategies, budgets and performance;
11. to oversee publication of reports, plans and statements to Council and elsewhere;
12. to ensure the Committee is able to give direction and advice to appropriate senior officers within the framework of policies set by the Council and Cabinet;
13. to undertake such other meetings as are necessary for effective and efficient functioning of the Committee within its terms of reference; and
14. to consider the training requirements of members of the Overview and Scrutiny Committee and arrange for suitable briefings or training sessions as appropriate.

### **Chairmanship Skills Required:**

1. An understanding of the issues and topics being discussed;
2. a knowledge of the Committee's Membership and differing viewpoints;
3. ability to effectively manage the meeting and focus on the pertinent issues, limit discussion to relevant points, and allow those all wishing to speak, to do so;
4. ability to summarise the debate and ensure that Members know what they are being asked to vote on; and
5. knowledge of rules of debate / Council Procedure Rules.

# CHAIR OF THE PLANNING COMMITTEE

## Purpose of Role

1. To chair meetings of the Planning Committee and hold specific responsibility for the undertaking of the Council's Planning regulatory functions, accessing professional advice, where appropriate;
2. to ensure that the Committee deals with its functions in a fair and proper manner having regard to the Council's policies and the relevant statutory provisions and the rules of natural justice; and
3. to engage in continuous member development to enhance corporate and personal skills effectiveness.

## Key Tasks

1. To chair meetings of the Committee in accordance with the adopted Council Procedure Rules and maintain a working knowledge of the practices procedures, services and functions which fall within the Committee's terms of reference.
2. to ensure, in relation to each function of the Committee, that appropriate processes are adopted to enable the Committee to undertake its functions in a fair and even-handed manner, having regard to the adopted planning policies and the Council's policies and protocols;
3. to liaise with the relevant Portfolio Holder regarding the preparation, alteration and adoption of the Local Development Framework;
4. to ensure, as far as possible, that all Members of the Committee take full and proper account of the relevant legislative and probity framework in setting any policies, regulations, protocols and processes and in the determination of any applications brought before the Committee;
5. to encourage best practice, so that the Members of the Committee comply with the rules relating to the declaration of interests;
6. in consultation with the Head of Service Strategy and Planning ensure that appropriate training programmes and seminars, including the annual mandatory training, are arranged to enhance Members' knowledge and their ability to carry out the Committee's functions effectively; and
7. in consultation with the Democratic Services Manager ensure that all Committee Members have received the annual mandatory and on-going training.

## Chairmanship Skills Required:

1. An understanding of the planning issues and topics being discussed;

2. a knowledge of the Committee's Membership;
3. ability to effectively manage the meeting and focus on the pertinent planning issues, limit discussion to relevant points, and allow all those wishing to speak, to do so;
4. ability to effectively manage the meeting when planning applications are subject to petitions and public speaking;
5. ability to summarise the debate and ensure that Members know what they are being asked to vote on;
6. knowledge of rules of debate / Council Procedure Rules;
7. ability to understand the planning legislation and regulations and their application in the determination of planning applications;
8. ability to understand the relationship of the Planning Committee's decisions in regard to the strategies and adopted plans for the District (e.g. the Local Plan); and
9. a working understanding of the Planning Handbook and the Constitution in relation to planning issues.