



Notice of meeting of

Member Development Steering Group

To: Councillors Runciman (Chair), Wiseman and Gunnell

Date: Wednesday, 25 November 2009

Time: 10.00 am

Venue: The Guildhall, York.

AGENDA

1. Declarations of Interest

At this point in the meeting, members are invited to declare any personal or prejudicial interests they may have in the business on the Agenda.

2. Minutes (Pages 3 - 6)

To approve and sign the minutes of the meeting of the Member Development Steering Group on 14 October 2009

3. Public Participation

It is at this point in the meeting that members of the public who have registered their wish to speak can do so. The deadline for registering is **5pm on Tuesday 24 November 2009.**

4. Personal Development Reviews

Members will receive a verbal update from Mike Leitch (Yorkshire and Humber Local Government Representative) on the progress to date on Personal Development Reviews.

5. Interim Monitor of Member Training & Development Programme (Pages 7 - 16)

This report informs Members of the take up to date at events offered as part of the current Member Training & Development Programme together with a summary of feedback received from attendees for each of the events for the period June to November 2009.

6. Member Development Charter Status - Evidence Gathering. (Pages 17 - 28)

This report gives Members an update on progress with gathering evidence for the Council's submission towards achieving IdeA Member Development Charter Status.

7. Ad-Hoc Requests from Members for Training and Development - A Protocol. (Pages 29 - 38)

This report suggests a protocol for dealing with ad-hoc requests from Members for individual training and development events or activities outside of the Annual Core Programme or Personal Development Reviews.

8. Introduction of Role Profiles (Pages 39 - 122)

This report puts before Members a range of individual role profiles for Members which have been drafted with a view to them being formally adopted by Council.

9. Budget Monitor (Pages 123 - 128)

This report updates Members on the current and projected spend for the Member Development Budget.

Democracy Officer

Laura Bootland

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For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting Laura Bootland Democracy Officer

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

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- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than 5.00 pm** on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

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Further information about what's being discussed at this meeting

All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

Access Arrangements

We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

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Holding the Executive to Account

The majority of councillors are not appointed to the Executive (40 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Decision Session) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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City of York Council

Committee Minutes

MEETING	MEMBER DEVELOPMENT STEERING GROUP
DATE	14 OCTOBER 2009
PRESENT	COUNCILLORS RUNCIMAN (CHAIR), WISEMAN AND PIERCE (SUBSTITUTE)
APOLOGIES	COUNCILLORS GUNNELL

7. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda. None were declared.

8. MINUTES

RESOLVED: That the minutes of the meeting of the Member Development Steering Group held on 23 June 2009 be approved and signed by the Chair as a correct record.

9. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

10. LOCAL DEMOCRACY WEEK EVENT - A COUNCILLOR? WHO, ME?

Members considered a report which informed them of the upcoming event 'A Councillor? Who, Me?' which is one of three initiatives being run in conjunction with the 'National Democracy Week' theme. The report advises members how these initiatives actively contribute to one of the themes required to achieve iDEA Member Charter Status, that being actively encouraging citizenship.

At the last Member Development Steering Group, members supported the proposal to hold a seminar event to encourage members of the community to become involved in local democracy. A course facilitator has been organised to deliver the event which will be aimed at encouraging residents from all walks of life who may be interested in becoming a councillor in the future to learn more about the role and its remit.

Officers updated that there had been a good response to the event following an advertising campaign using bus advertising and posters and leaflets which had been undertaken by the marketing department.

Members expressed some concern regarding the wording contained in the marketing materials as it appeared to encourage independent candidates. They queried whether the content of the seminar will address the potential difficulties surrounding standing as an independent candidate, along with the fact that many people may be disqualified from standing from election for various reasons. Officers advised that the course facilitator would cover these aspects.

RESOLVED: That the Member Development Steering Group noted the contents of the report.

REASON: To keep members informed on events for local democracy week.

11. DRAFT MEMBER TRAINING AND DEVELOPMENT POLICY.

Members considered a report which introduced the first draft of the proposed Member Training and Development Policy for 2009/10.

The following recommendations and comments were agreed (by reference to the page numbers in the Draft Member Training and Development Policy 2009/10).

- Page 1 – Officers to re-visit the style of language to ensure plain English.
- Page 2 – first bullet point to be amended to read ‘Carrying out their existing roles efficiently, including effective community leadership’.
- Page 3 – first paragraph, the word ‘leader of their community’ be changed to ‘community leader’.
 - Add to the list of appointments - Councillors represent communities and have involvement in policy development and decision making.
 - Review the wording under the heading ‘The Aims’.
 - The key principles be amended to state ‘We will..’ where appropriate.
- Page 5 – Member to Member Support section to be revised. Officers to look at splitting the first sentence to make it clearer.
 - In the section ‘Officer Support’, at bullet point 3 revise the use of ‘one2one’ and at bullet point 7 add the words ‘in consultation with the Member Development Steering Group’.
- Page 7 – Under ‘Induction’, Officers to revise the order of the bullet points.
- Page 8 – Under ‘Our Approach to Communication and Raising Awareness’, the first bullet point be amended to state ‘The Steering Group (MDSG) creating a supportive environment..’ and the second bullet point be amended to state ‘The role of the Council’s Management Team will reinforce’.

- Page 9 – first paragraph under the heading ‘Our Approach to Monitoring and Evaluation’ to read ‘To be of real benefit, effective training has to try to match..’
-Fifth bullet point be amended to read ‘ensure Members achievements are recognised and acknowledged’.

RESOLVED: (i) That the draft policy be endorsed subject to the changes agreed above.

(ii) That the policy be referred to the Standards Committee with a request that they recommend it to Council for approval.

REASON: To support the requirements of the Charter in having a clear framework for providing effective development for York’s elected Members.

Action Required

1. Make amendments to draft Member Training and Development Policy

AEO

Councillor Runciman, Chair

[The meeting started at 4.00 pm and finished at 5.20 pm].

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Member Development Steering Group

25 November 2009

Report of the Head of Civic Legal and Democratic Services

Interim Monitor of Member Training and Development Programme

Summary

1. This report informs members of the take up to date at events offered as part of the current Member Training & Development Programme together with a summary of feedback received from attendees for each of the events for the period June to November 2009.

Background

2. The Council is currently working towards achieving ID&A Charter status in Member Development by improving its approach to the provision of development opportunities for elected it's Members.
3. In order to achieve Charter status the Council must put in place effective systems for recording take up and evaluating feedback relating to the development activities it provides.

Monitoring of Take-Up of Training & Development

4. In January of this year Council introduced an annual minimum requirement relating to the number of development events Executive/Non Executive members should attend. Council agreed that Executive members should attend a minimum of 12 development sessions and Non-Executive Members a minimum of 8 sessions during the course of a year;
5. Qualifying development sessions are not restricted to those provided in the core programme and can include briefings and visits organised by other directorates, participation at external conferences/seminars either as a delegate or a speaker as well as the use of independent learning resources such as books, CD's and DVD's.
6. Individual attendance levels for a high proportion of events are recorded by Member Services on their Member Training and Development database. Currently, however, Members Services does not receive information from all Members regarding additional qualifying training activities they may have undertaken. To ensure Members' personal training records truly reflect the knowledge and skills they have achieved, it is essential that Members take

responsibility for informing Member Services of any additional activities so that those can be added to the central database.

7. Details of Members' attendance levels at all events offered and activities undertaken to date, as covered under the Councils' agreed standards, are set out in Annex A to this report;
8. It is suggested that measuring attendance and take up in this way would normally cover a Municipal Year, from the end of May through to the end of April (except in an election year, which, for induction purposes, would need to run from the beginning of May through to the end of the following May)

Analysing Take-Up

9. Take up of development opportunities varies according to the nature of the training. Generally, training events targeted at members of a particular committee, e.g. Scrutiny or Planning attract a higher level of attendees than events which focus on specific skills such as chairing meetings, dealing with the media etc.

10. Annex A shows that:

- 7 Non Exec Members have achieved the minimum target of 8 qualifying 'sessions' to date; and 5 of those have exceeded the target
- 1 Executive Member has achieved the minimum target of 12 qualifying 'sessions to date;
- 2 Executive Members have yet to undertake any qualifying events or activities;
- 9 Non-Executive Members have yet to undertake any qualifying events or activities;
- 15 Members are likely to achieve their target within the next 6 months (based on 3 or less qualifying sessions being required).
- 4 Executive Members are likely to achieve their target within the next 6 months
- 24 Members in total are unlikely to achieve their target within the next 6 months (based on 4 or more qualifying sessions being required).

11. In June/July 2010, the results of take-up by Members and their performance in meeting the appropriate agreed targets for 2009/10 will be reported to Council. At the same time, Members Services will publish those statistics on the Council's website.

12. In accordance with the Steering Groups role, Members may wish to consider how they will encourage Members within their Groups to work towards meeting the relevant targets.

Evaluating the Core Programme (including in year additions)

13. In addition to the monitoring of take up at development events another key aspect to measuring the success and effectiveness of the development sessions on offer is measured through feedback received from attendees.
14. Evaluation sheets are distributed at the end of each development session as a matter of course. The number of completed sheets which are returned varies from session to session and members regularly choose not to complete evaluation forms. Feedback is also sought from individual Members attending external courses/events through personal development reviews.
15. Details of feedback received to date relating to development activities included in the core programme are summarised in Annex B.

Analysing Feedback

16. In particular, despite a low turnout the Communication Skills Workshop (Dealing with Anger and Tears) appeared to be very well received by members who enjoyed the interactive style of the session and the trainers approach to the subject. The trainer, Emma Taylor offers a range of personal skills training for members and consideration will be given to using this trainer again
17. Positive comments were also received with regard to the sessions on Corporate Parenting. .Much planning and preparation had gone into these sessions and the feedback reflected this. It is expected that the session will be repeated in the next programme as this is an area for which all members have a personal responsibility.
18. The Scrutiny events delivered by the Centre for Public Scrutiny were well attended and the first session (4 Principles of Effective Scrutiny) prompted some interesting discussions. Feedback from the second session on Charing Scrutiny showed that this was perhaps the more useful of the two sessions. However, the personal delivery style of the trainer received some negative comments and should we use the CfPS to deliver training again we would request an alternative trainer.
19. Some general comments were received in relation to start/finish times, refreshments, room temperature etc and these have been taken on board and will be used when planning similar events in the future.

Options

- 20.(a) To refer the report to Standards Committee in line with the reporting arrangements set out in the steering group's terms of reference

(b) To refer the report to Standards Committee with suggested amendments

Corporate Priorities

21. Monitoring take up of development events and evaluating the core programme directly supports the Council's Corporate aim of providing of strong leadership, supporting and developing people and encouraging improvement in everything we do.

Implications

22. There are no known implications associated with the contents of this report other than any equalities implications arising from the attendance monitor and evaluation of development events offered to date.

Risk Management

23. In compliance with the Council's risk management strategy, there are no risks associated with the contents of this report other than if the Steering Group were not to refer the report to Standards Committee, thus being in breach of the Terms of Reference for the Steering Group agreed by Full Council

Recommendation

24. Members are asked to comment on the contents of the report and to refer it to Standards Committee for consideration.

Reason

25. In order to comply with the monitoring arrangements set out in the Steering Group's Terms of Reference as approved by Council.

Contact Details

Author:

Amanda Oxley
Senior Member Support Officer

Dawn Steel

Chief Officer Responsible for the report:

Alison Lowton
Interim Head of Civic Democratic and Legal
Services

Report Approved

Date 15/112009

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

Annex A –Attendance Levels Monitor

Annex B – Summary of Evaluation of Core Programme events

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Training and Development

Attendance 1 Jan 09 – 15 Nov 09

Figures marked with * mean that particular member has exceeded the target by the number shown

COUNCILLOR	Annual Target	Year to date	Target to reach by May
ALEXANDER	8	2	6
ASPDEN	8	0	8
AYRE	12	0	12
BOYCE	8	0	8
BOWGETT	8	7	1
BROOKS	8	6	2
CREGAN	8	0	8
CRISP	8	10	2*
D'AGORNE	8	3	5
DOUGLAS	8	5	3
FIRTH	8	2	6
FRASER	8	1	7
FUNNELL	8	9	1*
GALLOWAY S	8	3	5
GALLOWAY S F	12	0	12
GALVIN	8	5	3
GILLIES	8	6	2
GUNNELL	8	5	3
HEALEY	8	5	3
HOGG	8	0	8
HOLVEY	8	0	8
HORTON	8	10	2*
HUDSON	8	6	2
HYMAN	8	8	0
JAMIESON-BALL	8	0	8
KING	8	0	8
KIRK	8	4	4
LOOKER	8	7	1
MERRETT	8	6	2
MOORE	12	12	0
MORLEY	12	7	5
ORRELL	8	8	0
PIERCE	8	15	7*
POTTER	8	5	3
REID	12	10	2
RUNCIMAN	12	11	1
SCOTT	8	3	5
SIMPSON-LAING	8	3	5
SUNDERLAND	8	0	8
TAYLOR	8	4	4
VASSIE	8	0	8
WALLER	12	3	9
WATSON B	8	2	6
WATSON R	8	2	6
WATT	8	7	1
WAUDBY	8	7	1
WISEMAN	8	11	3*

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EVALUATION OF CORE PROGRAMME EVENTS FROM JUNE TO NOV 2009

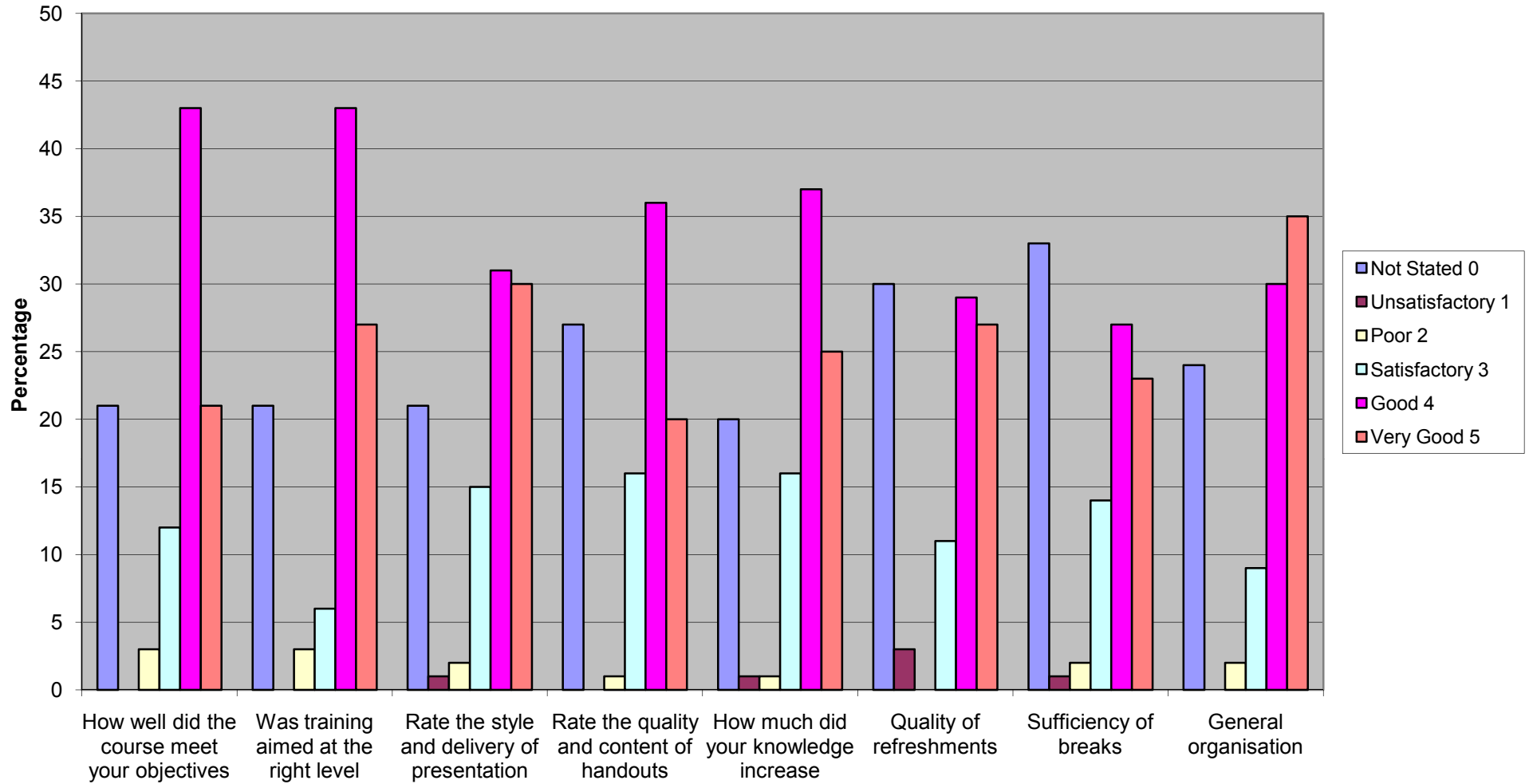
Annex B

	Not Stated	Unsatisfactory	Poor	Satisfactory	Good	Very Good
	0	1	2	3	4	5
How well did the course meet your objectives	21		3	12	43	21
Was training aimed at the right level	21		3	6	43	27
Rate the style and delivery of presentation	21	1	2	15	31	30
Rate the quality and content of handouts	27		1	16	36	20
How much did your knowledge increase	20	1	1	16	37	25
Quality of refreshments	30	3		11	29	27
Sufficiency of breaks	33	1	2	14	27	23
General organisation	24		2	9	30	35

Overall Comments

Very general - Briefing for Audit & Governance Members
 Good general overview - Briefing for Audit & Governance Members
 Room too cold, warm drinks on arrival - The Gambling Act 2005
 Course was helpful - The Gambling Act 2005
 No need for lunch - The Gambling Act 2005
 Title of course may have put some members off - Communication Skills Workshop
 Role play was excellent - Communication Skills Workshop
 Excellent - Corporate Parenting
 Well done - Corporate Parenting
 Happy with Presentation - Planning Updates
 Not to use the Council Chamber - Chairing Scrutiny
 Much better using Mics and committee room 4 - Chairing Scrutiny
 Invite vice-chairs - Chairing Scrutiny
 Separate training for Exec Members - The 4 Principles of Effective Scrutiny
 Officers to be offered similar training - The 4 Principles of Effective Scrutiny
 Very poor, reading from a prepared script - The 4 Principles of Effective Scrutiny
 Repeat the course - Crime & Disorder Training & Awareness Event
 Too many handouts - Crime & Disorder Training & Awareness Event
 Timings were bad and rushed at the end - Crime & Disorder Training & Awareness Event
 Started too late - Crime & Disorder Training & Awareness Event
 Sandwiches with no dressings - Crime & Disorder Training & Awareness Event

Evaluation of Core Programme Events from June - Nov 2009





Member Development Steering Group

25 November 2009

Report of the Head of Civic Legal and Democratic Services

Member Development Charter Status – Evidence Gathering

Summary

1. This report gives Members an update on progress with gathering evidence for the Council's submission towards achieving IdeA Member Development Charter Status.

Background

IdeA Charter Status – Progress To Date

2. This Steering Group has already approved an implementation plan setting out a projected timeline and what needs to be in place in order for the Council to achieve Charter Status by Autumn 2010.
3. Currently, good progress is being made towards putting the essential building blocks in place for achieving the Charter but perhaps more importantly for creating a structured and supportive environment for delivering training to Members within the Council. So far in 2009:
 - The Member Development Steering Group has been set up and meets regularly
 - A Member Development Policy and Statement of Commitment have been created, which Council will be asked to approve in December 2009;
 - A Core Training & Development Programme for 2009/10 has been produced and is now running;
 - Take up of events and activities is now being monitored (see separate report on this agenda);
 - Events attended and activities undertaken are being evaluated for their use and success;
 - An extensive number of Personal Development Reviews is now being offered and these are underway individually with relevant Members

4. Attached at Annex A, is a table showing what evidence the IdeA suggest is necessary against key areas for achieving Charter Status. The table gives an early indication of where evidence is currently available and where the potential gaps are. Members may wish to comment on what more could be done at this stage.

Consultation

5. Throughout this process of working towards Charter status, the Council is being advised by Mike Leitch, Local Government Yorkshire and Humber representative and he has been asked to comment upon the evidence the Council can currently provide. He will be attending the meeting of the Steering Group and will advise on our progress to date in this area and be in a position to give a preliminary view on what other types of evidence would be useful.
6. As a result of this meeting, it is hoped that the Council will be in a position to invite Mike Leitch to undertake an initial preliminary assessment with the Senior Member Support Officer in the New Year. The purpose of this being to ensure the Council is fully prepared when the final formal assessment is undertaken in the summer of 2010.

Options

7. This report is for information at this stage but Members have the option of indicating any further areas or ways in which appropriate evidence may be gathered.

Corporate Priorities

8. Achieving I&DeA Member Development Charter Status will contribute to this Council being an 'effective organisation' with high standards in delivering training and development to Members in a coordinated and structured way.

Implications

9. There are no known legal, financial or other implications associated with this report. However, there are clearly human resource implications associated with gathering the evidence required to support the Council's application for Charter Status. At the moment, that work predominantly falls upon the Senior Member Support Officer who is the Council's nominated officer supporting Members' training and development. The Democratic Services Manager is currently looking at the impact upon resources of the additional work which may be required.

Risk Management

10. In compliance with the Council's risk management strategy, the only risk associated with the contents of this report would be the failure to gain Charter

Status due to insufficient evidence being available. Naturally, the Council needs to be as fully prepared as possible for assessment in summer 2010

Recommendation

11. Members are asked to note the current position on where evidence is or will be available for achieving Charter status and to comment upon where further evidence may be obtained, if appropriate.

Reason

12. In order to comply with the requirements of the I&DeA Charter.

Contact Details

Author:

Dawn Steel
Democratic Services Manager

Amanda Oxley
Senior Member Support Officer

Chief Officer Responsible for the report:

Alison Lowton
Interim Head of Civic Democratic and Legal Services

Report Approved

Date 17/112009

Specialist Implications Officer(s)

None

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

Annex A –Assessment of Evidence for Charter Status

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Preparation of Evidence for initial assessment City of York Council

*Items in bold indicate where we currently cannot provide evidence.

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
1.1 – Top Political and managerial leadership commitment to developing elected members	<ul style="list-style-type: none"> • MDSG Terms of Ref • Member Development Policy (i.e. a clear strategy) • Copy of Pledge Signed by Group Leaders • Member Development Action Plan. • Members Handbook (in progress) 	<ul style="list-style-type: none"> • Clear commitment from the top political and managerial leadership • Signed Commitment to member development and action plan • Established all party training and development task group • There is a clear strategy
M 1.2 – Policy Statement	<ul style="list-style-type: none"> • statement of commitment Policy available on website and posted on Group room notice boards (once agreed by Council) • Policy is reviewed annually 	<ul style="list-style-type: none"> • Statement of commitment Policy easily accessible to members
1.3 Equality of Opportunity	<ul style="list-style-type: none"> • alternative learning methods are provided to take account of individual learning styles • event timings are scheduled to maximise attendance and address the needs of members • members personal needs/requirements are raised through induction 1to1's and PDR's 	<ul style="list-style-type: none"> • Timing of events takes account of cultural and personal circumstances • Assessment of members needs
1.4 Budget	<ul style="list-style-type: none"> • There is a dedicated budget for Member Development • Minutes of SG meetings show that cross party members are involved in setting the budget • Members are clear about how to access the budget (see policy & protocol for attending external seminars) 	<ul style="list-style-type: none"> • Budget is explicit and clearly identified and monitored

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
1.5 Officer Resource/Support	<ul style="list-style-type: none"> • Job Description (Senior MSO) • Named officer in handbook, intranet and other info sources 	<ul style="list-style-type: none"> • Members confirm that there is an officer who supports their learning
1.6 Dissemination of learning	<ul style="list-style-type: none"> • Development sessions organised in conjunction with partners e.g. Health Scrutiny event • Case studies (e.g. Gateshead cultural quarter visit) • Mentoring arrangements/opportunities (I&DeA) • Member Champions (details available on councillors web pages) 	<ul style="list-style-type: none"> • Member Champions in Certain topics/ functions • Joint officer/member development is offered when appropriate
2.1 Member led strategy	<ul style="list-style-type: none"> • Minutes showing all party involvement in agreeing, monitoring and evaluating elected member training and development policy • Periodic Review of Budget • Annual review of Member Training & Dev Policy 	<ul style="list-style-type: none"> • Decisions about member development are taken by some form of formally constituted body of members
2.2 Linkage to council corporate plan	<ul style="list-style-type: none"> • Policy identifies priority development needs and makes clear link with council's aims and objectives 	<ul style="list-style-type: none"> • Strategy identifies priority development needs and makes clear links with council's aims and objectives
2.3 Members roles clearly set out	<ul style="list-style-type: none"> • Use of Political Skills framework in PDR process • Role descriptions for members (currently being drafted) • Extracts from constitution outlining specific member roles 	<ul style="list-style-type: none"> • Members demonstrate an understanding of the skills and knowledge required in their ward and council wide roles
2.4 Process for identification of needs at individual and Council wide level	<ul style="list-style-type: none"> • Personal Development Review (template available) • Evidence of outcomes from PDP's • Introducing an emailable training needs analysis 	<ul style="list-style-type: none"> • System/process exists to identify individual and organisational development needs

	for remainder of members who have not undergone a PDR	
I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
2.5 Structured and timely approach to promoting development opportunities	<ul style="list-style-type: none"> • Intranet, booklet, emails etc publicising events • Attendance policy (12 sessions for Exec members and 8 for non exec) see policy • Use of the MDSG members to promote attendance 	<ul style="list-style-type: none"> • Timetable of learning opportunities
2.6 Appropriately learn with external partners	<ul style="list-style-type: none"> • Cross authority/external party event programmes (e.g. scrutiny partners event) • Cross Cutting Service training and development programmes with other bodies, e.g. health, police fire (<i>see Pre-Council Seminars</i>) 	<ul style="list-style-type: none"> • Programmes using external (partner support) for developing members
2.7 Strategy for Induction	<ul style="list-style-type: none"> • Induction Strategy (see Policy doc) • Induction Programme • One 2 one interviews with SMSO • Induction pack/handbook • New members offered a PDR at earliest opportunity • 6 month review of their induction/suppor 	<ul style="list-style-type: none"> • Induction strategy and programme of events • Induction programme for new councillors
2.8 Address political leadership and team development	<ul style="list-style-type: none"> • In house political leadership/Executive event programmes? • I&DeA political Group mentoring in place • Joint events with top management (e.g. Dead Ernest theatre Co – Working together) • Access to Leadership Academy events • Pre-Council Seminars - Future of Community Leadership 	<ul style="list-style-type: none"> • Development is a standing item on Executive agendas • Members are able to discuss development needs in confidence

I&DeA	York's Examples of evidence	Minimum Expectation
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Guidelines/Section		
2.9 Mechanisms for evaluation, and informing future plans. identified	<ul style="list-style-type: none"> • Outline approach to evaluate elected member training and development with named member and officer responsibilities is set out in policy document • Twice yearly report of evaluation of the programme is reported to Standards Cttee 	<ul style="list-style-type: none"> • Written up outline approach to evaluate elected member training and development with named member and officer responsibilities
3.1 Addresses development priorities	<ul style="list-style-type: none"> • Summary of PDR findings taken to the steering group 	<ul style="list-style-type: none"> • Reports or other paperwork indicating training provision to meet priority needs
3.2 Identify what development activities should achieve	<ul style="list-style-type: none"> • Programme events give clear aims and objectives that focus on expected results • PDR's with expectations of training & dev activities 	<ul style="list-style-type: none"> • Development programme has clear objectives
3.3 Take account of access to development opportunities	<ul style="list-style-type: none"> • Training Programmes show a selection of times • Examples of wide range of training providers • Examples of range of ways members can learn, e.g. mentoring, e-learning etc 	<ul style="list-style-type: none"> • Training programmes indicate development opportunities available at a range of times allowing access by different groups including those who work
3.4 Linkage between individual plans and the council's corporate and other plans	<ul style="list-style-type: none"> • Sample PDR with links to corporate strategy 	<ul style="list-style-type: none"> • Those responsible for member training & development can describe how they regularly identify individual training needs and how these link into the council's corporate and other plans

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
3.5 Representative elected members consulted	<ul style="list-style-type: none"> • Reports, minutes of meetings showing reps from each party are consulted on Member Development Programme • Intranet/email evidence with regard to raising awareness of the plan with members 	<ul style="list-style-type: none"> • Evidence that all groups on the Council are consulted on the training plan
4.1 members learn and develop effectively	<ul style="list-style-type: none"> • Twice yearly evaluation report to Standards Committee • Example end of event questionnaires (internal and external) • Extracts/quotes on member development from external events attended? 	<ul style="list-style-type: none"> • Examples of end of event questionnaires
4.2 Learning is shared with other elected members and where appropriate with officers and stakeholders	<ul style="list-style-type: none"> • Mentoring arrangements in place • Systems in place to share learning with others e.g. members lounge, group rooms • Members report back on conferences and external development opportunities? 	<ul style="list-style-type: none"> • Elected members can describe how they have learnt from or shared their learning with their peers, officers and others

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
4.3 Investment in learning and development is evaluation in terms of benefits and impact	<ul style="list-style-type: none"> • Evaluation strategy in place • Reports to Standards Committee on evaluation, attendance, budget etc • Exit interviews with members who are not re-elected or leave 	<ul style="list-style-type: none"> • Evaluation Strategy in place • Reports to top political managerial leadership showing regular analysis of costs of and benefits from member training & development
4.4 Identifies (and Implements) improvements to learning and development activities	<ul style="list-style-type: none"> • Training and development strategies such as induction etc are reviewed annually • Examples can be given of improvements made as a result of feedback and evaluation 	<ul style="list-style-type: none"> • Minutes of meetings, reports etc providing examples of improvements to learning
5.1 Councillors are provided with an appropriate level and range of support	<ul style="list-style-type: none"> • Members handbook including support for those with family responsibilities, pension arrangements etc • Evidence of IRP meetings showing that the council regularly reviews the suitability of allowances and support 	<ul style="list-style-type: none"> • Councillors speak openly of feeling genuinely supported and enabled
5.2 Reviews how council business is conducted to allow for equality of access to key political decision making mechanisms	<ul style="list-style-type: none"> • Council diary takes account of cultural and faith commitments • Council diary times of meetings include day and evening so that members can discharge their duties in such as not to sacrifice family and employment responsibilities 	<ul style="list-style-type: none"> • Council diary times of meetings include both day and evening so that members can discharge their duties in such a way so as not to sacrifice family and employment responsibilities • Council diary – scheduled meetings take account of cultural and faith commitments

I&DeA Guidelines/Section	York's Examples of evidence	Minimum Expectation
<p>5.3 Holds events for the community to encourage people to become community leaders</p>	<ul style="list-style-type: none"> • A councillor who me event October 2009 • Launch of Youth Council – Local Democracy Week 2009 • Apprentice Councillor (local democracy week) • Our councillors leaflet • York Pathfinder initiative • Role descriptions • Day in the life of a Councillor feature • Shadowing experiences for school children 	<ul style="list-style-type: none"> • Local Democracy Week action plan, programme of activities and review

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Member Development Steering Group

25 November 2009

Report of the Head of Civic Legal and Democratic Services

Ad-Hoc Requests from Members for Training & Development – A Protocol

Summary

1. This report suggests a protocol for dealing with ad-hoc requests from Members for individual training and development events or activities outside of the Annual Core Programme or Personal Development Reviews.

Background

Ad-hoc Requests

2. In the past, various Members have attended a range of external conferences etc offering relevant training in relation to their Council duties. These have been funded by one of two routes:
 - (a) through the **Standing List of Conferences budget** held by Democratic Services. This list set out a number of suitable conferences for attendance by Executive or Shadow Executive Members. Formally, this standing list no longer exists. It was not re-established at the Annual Council Meeting in May 2009. As a result, the accompanying budget (£1,000) has provisionally been offered as a budget saving for 2010/11 onwards;
 - (b) through the main **Member Development Budget** from which the provision of all other training is met. That budget is virtually fully allocated now for the remainder of 2009/10, given the recent approval of the full Core Programme;
3. Ad-hoc requests met from the Member Development Budget have been traditionally random and have been managed by the Senior Member Support Officer to ensure spend is within budget at the end of the financial year.
4. Annex A to this report shows the level of spend on ad-hoc requests since 2007:

5. The current practice has served well for a few years but with the removal of the Standing List and an increasingly structured approach to member development generally, it is suggested that a protocol be now agreed by the Steering Group clarifying the position on ad-hoc requests formally.

Draft Protocol

6. Attached at Annex B, is a draft protocol for discussion with the Steering Group on approving Members' attendance at individual ad-hoc events/activities, outside the main Core Programme. The key suggested features are:
 - Restricting the number of ad-hoc events/activities each Member can undertake annually;
 - Bringing back a revised 'standing list', based on external conferences directorates advise as being beneficial for Executive/Scrutiny/Quasi Judicial Members;
 - Shared payment between Democratic Services and Relevant Directorate;
 - Withdrawal of potential saving - £1,000 to be permanently vired to main Member Development Budget

Proposed Revised Standing List

7. Attached at Annex C is a draft revised Standing List of Conferences for Members consideration. Directorate consultation will need to take place on the draft.

Consultation

8. Due to the need to bring this report to the Steering Group urgently, it has not yet been possible to consult Directorates on the implications of this protocol. Clearly, soundings would need to be taken specifically in relation to shared funding and the revamped 'standing list',
9. Given that the protocol would be a formal change to existing practice, the Groups will also need to be consulted on support for such a development. Initially, though, the views of this Steering Group are sought on the protocol and the way forward.

Options

10. Members of the Steering Group can:
 - (a) support the introduction of a protocol as drafted at Annex A;
 - (b) suggest appropriate revisions to the draft protocol; or
 - (c) reject the protocol and propose an alternative solution to the issue in hand

Corporate Priorities

11. Establishing a protocol to deal with ad-hoc requests for Member training will contribute to the overall improved structure and effectiveness of Member training and development and thereby assist the Council in being an 'effective organisation'.

Implications

12. There are no known legal, human resources or other implications associated with this report. However, there are clearly financial and potentially equality of access implications associated with existing practices. The financial situation has been set out above and how ad hoc requests are dealt with in the future will continue to be a potential financial difficulty if no framework is put in place. Additionally, there are issues with placing the onus upon the Senior Member Support Officer to approve requests on an individual basis, however, fairly the postholder may attempt to do so.

Risk Management

13. In compliance with the Council's risk management strategy, the potential risk of not implementing a protocol for dealing with ad-hoc requests is that respect for the wider Member Development Policy will be marginalised. Equally, there will continue to be a risk that these requests cannot be managed within budget.

Recommendation

14. Members are asked to support the implementation of the proposed protocol as drafted or as amended.

Reason

15. In order to provide a structured approach towards dealing with ad hoc requests

Contact Details

Author:

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Amanda Oxley

Chief Officer Responsible for the report:

Alison Lowton
Interim Head of Civic Democratic and Legal
Services

Report Approved

Date 17/112009

Specialist Implications Officer(s)

None

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

- Annex A Assessment of Evidence for Charter Status
- Annex B Councillor attendance at ad-hoc conferences and external training and development events – A Protocol
- Annex C Standing List of Conferences

Ad-hoc Seminar Request 2007-2009

Event	Year	Cost
Local Government Ass Conference – S/Servs x 2	2007	900.00
Planning Summer school	2007	749.00
Leadership Academy York Conference x 6	2007	360.00
Lyons Enquiry	2007	349.00
Annual Standards conf	2007	450.00
Better Governance – Risk Management	2008	325.00
Annual Standards conf	2008	430.00
Annual Standards conf	2009	460.00
Annual Standards conf	2009	430.00
Chairing Scrutiny x 2	2008	700.00
Islamic Cultural Awareness x 3	2008	430.00
CSN – Alcohol & Young People	2008	110.00
Govnet – Future Homes	2008	149.00
Govnet – Maximising Assets	2008	285.00
Westminster Briefing – Empowerment & Partnerships	2008	295.00
Womens Local Government Society Conference	2008	10.00
NEEC Conference – growing people/growing minds	2008	763.00
NEEC Conference – growing people/growing minds	2008	763.00
Implementing Housing & Regeneration Act	2008	220.00
Delivering Excellence in Waste	2008	150.00
CfPS – Community Empowerment x 3	2008	220.00
The Fear Course	2008	131.00
Leadership Academy	2008	1400.00
Leadership Academy -	2008	95.00
Leadership Academy Health & Wellbeing	2008	95.00
Leadership Academy Health & Wellbeing	2008	190.00
Leadership Academy Health & Wellbeing	2008	750.00
Leadership Academy – Fastrack	2009	1500.00
Leadership Academy	2009	315.00
Leadership Academy Fastrack/Nat Graduate	2009	500.00
I&DeA Beacons event 2009	2009	70.00
Leadership Academy Fastrack	2009	95.00
Leadership Academy Fastrack	2009	50.00
Leadership Academy	2009	113.00
LGA Urban Conference	2009	325.00
LGA conference – Transport and the Environment	2009	219.00
Diverse Britain	2009	299.00
National Children and Adult Social Services conf	2009	470.00
Positive Activities for Young People	2009	342.00
Scrutiny of Crime and Disorder Partnerships	2009	150.00
Young Councillor Development Week-end	2009	150.00
Creative York Symposium	2009	40.00
Govnet – Sustainable Procurement	2009	149.00
Govnet – IT goes green	2009	149.00
National Childrens and Adult Social Services Conf (50%)	2009	278.00
<i>NB The total gives an average spend of £5,474 per year</i>		£16,423

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Councillor attendance at ad-hoc conferences and external training and development events.

A PROTOCOL

The purpose of this protocol is to give members and officers clear understanding of the process for the approval of Member requests to attend external training, seminars and conferences. Attendance at party political conferences are specifically excluded from this protocol and all expenses associated with attendance at these events will be met by the relevant group or the individual concerned.

Requests to attend conferences and seminars fall within three categories:

- 1 Conferences which form part of the Council's standing list (see Annex 1 to this protocol)
- 2 Ad-hoc Requests e.g. conferences which are received direct to the individual member from an external source. Such requests will be restricted to **a maximum of 1 per member per year**. Members are expected to identify in advance through their personal development review any conferences with specific themes which they would be interested in attending should the opportunity arise .
- 3 Conferences which are received into Democratic Services which are then circulated to relevant members for their consideration

Conferences on the Standing List

Criteria for attending

Details of those members who are eligible to attend standing conferences are listed in Annex 1 to this protocol. This is the only criteria required for eligibility to attend such conferences, however, if a member wishes to send a substitute in their place, then they must seek clearance from the relevant Head of Service.

Approval and Funding Arrangements

Approval together with any arrangements for attendance at these conferences can be made either by the relevant directorate or by Democratic Services. The Council no-longer has a separate budget for conferences on the standing list, therefore, funding for any costs including travel and accommodation for these conferences will be meet jointly between the relevant directorate and democratic services. For this reason, it is essential that both departments provide a charge code to which their relevant portion of the costs can be charged.

Members Ad-hoc Requests to attend External Conferences

Throughout the year members receive a large proportion of emails and flyers advertising external events at both a regional and national level.

Criteria for attending

Members will need to ask themselves one of the following questions before requesting to attend an ad-hoc external conference or training event.

- Does the event directly relate to the priorities and work of the Council, and to their role, OR
- Does the event directly address new legislation, new “best practice” requirements, or other innovation, OR
- Does the event match any of the areas identified for development in their Personal Development Review? (PDR)

Other factors will also be taken into account, which will include 'best value' (e.g. consideration of the delegate fee, travel and accommodation costs, location and the number of previous requests a member has made in that budget year).

External Opportunities offered by Democratic Services

Similar to ad-hoc requests, emails and flyers advertising external events are received into Democratic Services where they are assessed for suitability, value for money etc. Then, subject to available budget may be forwarded to members who:

- Have identified the topic as a relevant area for development through their Personal Development Review
- Would directly benefit from attending the seminar due to their role/portfolio

Approval Process

Approval to attend an external seminar forwarded by Democratic Services is automatic by nature of the invitation. Members wishing to take up such an offer should respond to the Senior Member Support Officer accepting the offer of a place so that registration and travel/accommodation arrangements can be made

Promoting the Dissemination of Learning

Promoting the Dissemination of Learning is a requirement of the I&DeA Member Development Charter. Attendance at external events is a valuable way of acquiring information about a wide range of issues including new and innovative practice, new legislation, and other regional and national developments.

It will therefore be expected that, wherever appropriate, Members who attend external events will lodge with the Members' Library any course information, handouts, etc. In addition, any Member attending external events must be prepared to provide a short written report as a minimum requirement, and where appropriate to provide briefing sessions to other Members in order to pass on information or learning that has been acquired.

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STANDING LIST OF CONFERENCES

Conferences	Member(s)
Association of Directors of Social Services	Executive Member for Housing and Adult Social Services
Car Free Cities	Executive Member for City Strategy
Centre for Public Scrutiny Annual Conference	Chair of Scrutiny Management Committee (SMC)
CIPFA	Executive Member for Corporate Services
Cities for Cyclists	Executive Member for City Strategy
National Children & Adult Services Conference	Executive Member for Children and Young People's Services
North of England Education Conference	Executive Member for Children and Young People's Services
English Historic Towns Forum	Chair of Planning (or Vice Chair)
Institute of Environmental Health	Executive Member for Neighbourhood Services
Institute of Housing Conference	Executive Member for Housing and Adult Social Services
ISPAL	Executive Member for Leisure, Culture and Social Inclusion
Institute of Solid Waste Management	Executive Member for Neighbourhood Services
Institute of Trading Standards Administration	Executive Member for Neighbourhood Services
PLA (Public Libraries Association)	Executive Member for Leisure, Culture and Social Inclusion
Local Government Association and related conferences	nominated Council representatives on LGA

STANDING LIST OF CONFERENCES

Conferences	Member(s)
LGA Annual Conference for Culture	Executive Member for Leisure, Culture and Social Inclusion
Local Government Information Unit and related conferences	nominated Council representative on LGIU and substitute
National Planning Forum	Chair of Planning (or Vice Chair)
National Society for Clean Air	Executive Member for Neighbourhood Services
PTRC (formerly Planning and Transport Research and Computation)	Executive Member for City Strategy
Regional Planning Conference	Chair of Planning (or Vice Chair)
Regional Transport Committee	Executive Member for City Strategy
Royal Town Planning Institute and Related Conferences	Chair of Planning (or Vice Chair)
Sustainable Cities	Executive Member for City Strategy
Town and Country Planning Association	Chair of Planning (or Vice Chair)



Member Development Steering Group

20 November 2009

Report of the Head of Civic Legal and Democratic Services

Introduction of Role Profiles

Summary

1. This report puts before members a range of individual role profiles for members which have been drafted with a view to them being formally adopted by Council.

Background

Member Role Profiles

2. The existence of role profiles for Local Authority Members are considered good practice by the ID&eA and are a key requirement if the Authority is to realise its ambition to gain Charter status.

In recent years a growing number of authorities have successfully introduced role profiles for their members and role profiles are seen as a valuable tool in:

- Providing prospective candidates at election with a clear explanation of the various responsibilities, knowledge and skills associated with being an elected member
 - Providing existing members with a framework with which to measure their personal development needs.
 - Providing the Council's Independent Remuneration Panel who periodically review Members allowances with a clear perspective on the range of skills and responsibilities associated with the individual roles attracting Special Responsibility Allowances. Having access to this information would assist the IRP in making their recommendations on the level of allowances paid to members.
3. Attached at Annex A, is a suggested list of role profiles which might be considered applicable to York and its structural requirements. Members may wish to consult within their Groups on appropriate role profiles for York.

4. Examples of role profiles adopted by Medway and Kirklees, are set out in Annexes B and C to this report for Members initial consideration. All the Authorities mentioned have gained Charter status. Mostly, the role profile for a Ward Councillor is used as the foundation for all other roles.

Consultation

5. In arriving at the proposed role profiles, extensive consultation has taken place with relevant councillors and key officers across a range of authorities. Consultation still needs to take place within this Council on draft profiles once they are initially developed.

Options

6. (a) To support, in principle, subject to further Group and Council consultation, the introduction of role profiles; or

(b) To reject the idea of role profiles for Members of City of York Council, on the understanding that it might be detrimental to the Council's case for achieving Charter Status.

Corporate Priorities

7. The introduction of role profiles for York's elected members directly supports the Council's Corporate aim of providing of strong leadership, supporting and developing people and encouraging improvement in everything we do.

Implications

8. There are no known implications associated with the contents of this report.

Risk Management

9. In compliance with the Council's risk management strategy, the only risk associated with the contents of this report would be the failure to gain Charter Status if the Council were not ultimately to introduce role profiles for its Members.

Recommendation

10. Members are asked to support the introduction of role profiles for Members, subject to further consultation and to invite officers to report back with draft profiles, along the lines of Annex A, at the next meeting.

Reason

11. In order to comply with the requirement of the ID&eA Charter.

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Alison Lowton
Interim Head of Civic Democratic and Legal
Services

Report Approved

Date 15/112009

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

Annex A – List of proposed role profiles for York.

Annex B – Example of elected member role profiles for Medway Council

Annex C – Example of elected member role profiles for Kirklees Council

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City of York Council
Proposed List of Role Profiles for Elected Members

- Ward Councillor
- Leader of the Council
- Deputy Leader of the Council
- Executive Member
- Leader of the Main Opposition Group
- Deputy Leader of the Main Opposition Group
- Leader of the Minority Group
- The Lord Mayor
- Chair of Overview & Scrutiny Management Committee
- Chair of Overview & Scrutiny Committee
- Member of Scrutiny Committee
- Chair of Planning Committee(s)
- Chair of Gambling & Licensing Acts Committee
- Chair of Licensing & Regulatory Committee
- Chair of an Appeals Panel
- Chair of Audit & Governance Committee
- Member of Adoption Panel
- Member of Fostering Panel
- Chair of Standards Committee

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**ELECTED
MEMBER
ROLE
PROFILES**

Medway Council

Annex B

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7	Chairman of Regulatory Committees	18
8	Elected Member of Standards Committee	20
9	Chairman of Employment Matters, Appointments, Dismissals Appeals and Audit Committees	22
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INTRODUCTION

Welcome to Medway Council's Elected Member Role profiles. These have been designed in order to provide a clear outline of the various roles that members undertake.

The profiles have been developed by the Member Development Advisory Group to help members identify any learning and development needs they have, and to assist the Learning and Organisational Development team to provide the right training to the right members.

As the role of the elected member is constantly changing, it has been agreed that these role profiles will be reviewed every two years to ensure they are still relevant and that they describe fully the breadth of work being done.

We hope you find them informative.

Councillor Janice Bamber
Chairman of the Member Development Advisory Group

Acknowledgements go to:

The Member Development Advisory Group: Councillors Janice Bamber, Ken Bamber, David Wildey, Tom Mason, Paul Godwin, Julie Shaw, Maureen Ruparel and Ian Burt

Head of Member Services, Jane Ringham
Head of Democratic Services, Julie Keith
Assistant Director for Customer First, Democracy and Governance, Richard Hicks
Learning and Organisational Development Advisor, Helen Parkes
Head of Organisational Development, Anne-Louise Clark

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Role 1: Front Line Councillor

Key duties in the following areas:

Community liaison

1. To participate constructively and effectively in the good governance of the Council, Medway as a whole and your local area.
2. To act in a manner which promotes the best interests of Medway, its residents and those who work in Medway.
3. To collectively be the council's policy makers and carry out a number of strategic and corporate leadership functions.
4. To deal effectively with the concerns of local residents on issues pertaining to the Council and its partners.
5. To represent the interests of the ward for which elected and their communities
6. To bring the views of the community into the council's decision making processes and to be the advocate of their communities.
7. To participate effectively in all relevant consultative processes with the local community and with other organisations.
8. To ensure effective contact with community representatives and other local stakeholders as appropriate and represent their views.
9. To develop and maintain a working knowledge of the organisation's services and activities and other matters which affect and impact on the local community.

Overview and scrutiny and regulatory roles

1. To be involved in reviewing the Council's policies, budget, strategies and service delivery through the overview and scrutiny processes when you are not a Member of the Executive, with a view to assessing their effectiveness in meeting the strategic objectives of the authority and the needs of its residents. To carry out this role in relation to scrutinising partners.
2. To participate actively and effectively as a Member on any scrutiny, regulatory or other Committee/panel, assembly or forum to which the Councillor is appointed.

1. To fulfill the statutory requirements of an elected Member of a local authority and to participate in those decisions and activities reserved to the Council.
2. To develop and maintain a working knowledge of the authority's services, management arrangements, powers, duties and constraints.
3. To develop and maintain a working knowledge of the council's partners and their services e.g. the police and the NHS

Ways of working

1. To have a good understanding of the Council rules set out in the Constitution, determining how Council meetings are meant to be run.
2. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
3. To comply with the Member/Officer protocol as set out in the Constitution.
4. To ensure that the principles of equality and fairness are integral to all actions and policies of the council.
5. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
6. To make use of new technology as a means of effective communication.
7. To have a good understanding of the responsibilities elected members have as corporate parents.
8. To develop good working relationships with other members and with employees of the authority.

Skills and knowledge required

1. Good communication and interpersonal skills
2. Ability to use ICT to support their role
3. Ability to relate and deal with the public in a professional and timely manner
4. Ability to work effectively with council officers and outside organisations
5. Community Leadership skills including managing ward and case work
6. Ability to manage conflicting priorities, stress and time.
7. Understanding and appreciation of diversity and equalities issues

Medway Council

Annex B

8. Understanding of the legislation relating to duties, obligations and rights of elected members
9. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
10. Ability to keep abreast of issues affecting local government

Key duties in the following areas:

Leadership

1. To provide effective corporate and strategic leadership and direction for the Council.
2. To lead and chair the Cabinet and ensure it's overall effectiveness.
3. To ensure effective arrangements for consultation and community planning and to lead in developing the Council's partnerships with other organisations.
4. To work with portfolio holders to consider and agree actions to ensure effective delivery of services within their portfolios against the agreed policies of the Council, and to ensure the delivery of the Executive's responsibilities.
5. To ensure that the recommendations of the Overview and Scrutiny Committees are fully considered in the formulation and development of Council policy.
6. To ensure effective communication of all Executive decisions and recommendations to Council and to the public.
7. To ensure that the Cabinet manages the business of the Council within the financial limits set by the Council.
8. To ensure Members of the Executive abide by the code of conduct and Member/Officer protocol.

Overall responsibility

1. To ensure effective governance arrangements are in place.
2. To ensure that the Executive exercises responsibility for the prudent management of the Council's affairs including Value for Money and the Council's budget.
3. To have overall responsibility for the political management of the authority, and the delivery of agreed Council priorities, strategies and policies.
4. To ensure the preparation of a forward plan, before the start of each calendar month, which sets out the details of any matters which he/she considers are likely to be the subject of a Key Decision within the next four calendar months.
5. To consider matters of urgency.

1. To be the main Member representative of the Council, with other portfolio holders as appropriate, in dealing with the community, business, voluntary sector and other local and national organisations, other than in respect of ceremonial events.
2. To ensure effective liaison with other political groups within the Council.

Decision making

1. To take collective responsibility and be accountable for decisions and recommendations reached by the Cabinet.
2. To bring to the Cabinet all matters that require a collective decision at Member level and ensuring that approved policies and strategies are implemented and delivered effectively.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Officer/Member protocols as set out in the Constitution.
3. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
4. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
5. To make use of new technology as a means of effective communication.
6. To work in a way that ensures the responsibilities of members as corporate parents are taken seriously.

Skills and knowledge required

1. Good communication and interpersonal skills, including negotiation skills.
2. To have the ability to analyse and grasp complex issues.
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
4. A clear understanding of the operation of the council, including the economic and social situation within Medway.
5. Business and financial acumen.

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6. Effective leadership skills.
7. Ability to chair meetings and facilitate open discussion.
8. The ability to work effectively with council officers, the public, the media, government and regional agencies and partner organisations.
9. Ability to represent the council and its ambitions at government and regional level and in negotiations with strategic partners.
10. Appreciation of risk based decision-making.

Key duties in the following areas:

Leadership

1. To support and deputise for the Leader of the Council in his/her executive functions.
2. To lead and chair the Cabinet and ensure its overall effectiveness in the absence of the Leader of the Council.

Community liaison

1. To support and deputise for the Leader of the Council in his/her community liaison responsibilities.
2. To support and deputise for the Leader of the Council in his/her role of ensuring effective liaison with other political groups within the Council.

Decision making

1. To take collective responsibility and be accountable for decisions and recommendations reached by the Cabinet.
2. To bring to the Cabinet all matters that require a collective decision at Member level working collaboratively and to ensure that approved policies and strategies are implemented and delivered effectively.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Member/Officer protocol as set out in the Constitution.
3. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
4. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
5. To make use of new technology as a means of effective communication.
6. To work in a way that ensures the responsibilities of members as corporate parents are taken seriously.

Medway Council

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Skills and knowledge required

1. Good communication and interpersonal skills, including negotiation skills.
2. To have the ability to analyse and grasp complex issues.
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
4. A clear understanding of the operation of the council, including the economic and social situation within Medway.
5. Business and financial acumen.
6. Effective leadership skills.
7. Ability to chair meetings and facilitate open discussion.
8. The ability to work effectively with council officers, the public, the media, government and regional agencies and partner organisations.
9. Appreciation of risk based decision making

Key duties in the following areas:

Leadership

1. To take the lead role in:
 - preparing strategies and plans in consultation with the appropriate Director(s) for the service or corporate area within their portfolio;
 - preparing the budget to support the strategies and plans and having oversight that expenditure is contained within the budget limits as set by the Council.
 - achieving and reviewing Value for Money in the service or corporate area within their portfolio.
 - Ensuring appropriate regard is given to the community's interests and to any equalities and diversity issues
2. Within the community and all appropriate agencies and bodies, to be the principal spokesperson for the service or corporate area within their portfolio.
3. To represent the Council on Medway wide, regional and national bodies, or at events or conferences, related to the portfolio.
4. To set appropriate local performance objectives and targets for the service or corporate area within the portfolio and ensuring all Members of the Council are informed of progress.

Policy development

1. To bring forward policy issues for consideration by the Cabinet effectively and fully contributing to the Cabinet's considerations, recommendations and decisions within your portfolio and on cross-cutting issues.
2. To contribute and support partnerships to support and assist in the effective delivery of strategies and plans.
3. To contribute to the community planning process which will inform and structure the strategies and plans.
4. To engage in the Council's overview and scrutiny process and ensuring that their recommendations in relation to your portfolio are fully considered.

Decision making

1. To take collective responsibility and be accountable for decisions and recommendations reached by the Cabinet.

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2. To bring to the Cabinet all matters that require a collective decision at Member level and ensuring that approved policies and strategies are implemented and delivered effectively.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Member/Officer protocol as set out in the Constitution.
3. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
4. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
5. To make use of new technology as a means of effective communication.
6. To work in a way that ensures the responsibilities of members as corporate parents are taken seriously.

Skills and knowledge required

1. Good communication and interpersonal skills
2. To have the ability to analyse and grasp complex issues including interpreting performance information.
3. A good understanding of how national and local government operates, including the statutory and financial frameworks.
4. A clear understanding of the operation of the council, including the economic and social situation within Medway.
5. Ability to understand the council's budget especially in respect of the relevant portfolio
6. Leadership skills.
7. The ability to work effectively with council officers, the public, the media and partner organisations.
8. Ability to work as part of a team
9. Appreciation of risk based decision making

Role 5: Cabinet (Executive) Member – Lead Member for Children’s Services

In addition to the duties identified for all cabinet members, the lead member for Children’s Services is responsible for the following:

Leadership

1. To drive change to secure better outcomes for children and young people and promote equality of opportunity and eliminate discrimination.
2. To have political accountability for the effectiveness, availability and value for money of all Local Authority children’s services.
3. To develop the strategic direction of the Local Authority children’s services and bring leaders of partner organisations together in a shared vision

Policy development

1. Champion the cause of effective integration
2. With Director of Children’s Services develop and implement the Children and Young People’s Plan
3. Ensure monitoring, performance management and financial audit systems support the effective and efficient targeting of resources and that outcomes improve results
4. Ensure that other members of the authority take account of children’s service issues in exercising their functions
5. Work with other agencies through partnership arrangements so that services effectively improve outcomes for and address the needs of children and young people in the local area
6. Ensure children and young people, their parents and carers are able to make a real contribution to the development of services by their active involvement in service design and through seeking their feedback on the effectiveness of services

Decision making

1. Be accountable, on behalf of the executive, for Local Authority children’s services and for ensuring that they meet required standards and comply with statutory requirements
2. In relation to other partners, the Lead Member will ensure that their governing or executive bodies or boards are aware of their shared responsibility for improving outcomes and that information about the extent to which those responsibilities are being met is available

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3. Ensure that there are proper governance and monitoring frameworks in place within the Local Authority, and in local partnerships with responsibility for children's services
4. Ensure effective safeguarding of children and young people and that co-ordinated action is delivering improved outcomes
5. Provide focus on safeguarding and promoting welfare of children and ensure that the authority fulfils its responsibilities to the children in its care
6. Be responsible for taking a lead for corporate parenting, ensuring that those children looked after by the Local Authority have their interests protected, their opportunities maximised, their educational achievement enhanced and their care shaped to meet their needs.

Skills and knowledge required

In addition to the skills and knowledge required for all cabinet members, the lead member for Children's Services needs to develop in relation to the following themes:

1. The Local Authority as Corporate Parent – what every corporate parent needs to understand about its Looked After Children.
2. Improving outcomes for children, young people and their communities
3. Partnership working and governance issues

Key duties in the following areas:

Leadership

1. To lead the overview and scrutiny function of the Council in the areas of responsibility determined by the Council, by engaging all members of the committee with officer support.
2. To lead on the scrutiny of budget plans, policies and strategies proposed by the Cabinet to ensure that the Council's Cabinet is effectively held to account for its decisions and performance.
3. To lead on the responses or recommendations and advice from Overview and Scrutiny to the Cabinet and Council.
4. To lead on the monitoring and review of policies, strategies and budget decisions and implementation of proposals for change to policies or practices in pursuit of the achievement of Value for Money.
5. To lead on the scrutiny of external reports on performance and any consequent proposals or recommendations to the Cabinet or the Council.
6. To lead in conjunction with the Chairman of other Overview and Scrutiny Committees on identifying cross cutting strategy issues and ensuring a corporate approach to overview and scrutiny.
7. To lead the overview and scrutiny of cross cutting issues and to encourage partners to account for their actions and decisions.
8. To initiate and develop constructive relationships with Members of the Cabinet, senior officers and partners.
9. To chair meetings ensuring open and frank discussion and ensuring members of their Committee abide by the code of conduct and Member/Officer protocol during the meetings.

Co-ordination

1. To establish, annually, a manageable programme of work for the Committee.
2. To liaise and communicate on a regular basis with relevant officers and specialists to ensure the receipt of appropriate advice to inform effective overview and scrutiny.
3. To set up mechanisms to ensure regular contact with non Cabinet Councillors, community representatives and local stakeholders to inform effective overview and scrutiny.

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4. To co-ordinate with other Overview and Scrutiny Committees to share good practice, promote the work and independence of the process and further develop the overview and scrutiny role.

Policy

1. To develop policy or practice in specific areas and scrutinise the implementation of policies and strategies by the Cabinet and non Scrutiny Committees of the Council.
2. To contribute effectively to the Council's scrutiny process by ensuring the questioning of the relevant portfolio holder on the development of policy and strategies.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Member/Officer protocol as set out in the Constitution.
3. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
4. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
5. To make use of new technology as a means of effective communication.
6. To work in a way that ensures the responsibilities of members as corporate parents are taken seriously.

Skills and Knowledge required

1. Good communication and interpersonal skills
2. To have the ability to analyse and grasp complex issues including interpreting performance information.
3. Leadership and chairmanship skills
4. Project and time management skills
5. A good understanding of how national and local government operates including the statutory and financial frameworks throughout each one.
6. A clear understanding of the operation of the council, also its contact/working with adjoining local authorities on joint staffing departments

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7. A clear understanding of the social and economic situation within Medway Local Area.
8. Ability to influence and work constructively with members, officers, the public and partner organisations.
9. Ability to work as part of a team.
10. Keep abreast of legislation and policy in the area within the remit of the overview and scrutiny committee.

Key duties in the following areas:

1. To ensuring the overall coordination and management of the Committee's functions relating to Licensing and Development Control.
2. To chair and manage Committee meetings and ensure the Committee achieves its terms of reference.
3. To ensure the efficient carrying out of the processes for which the Committee has responsibility.
4. To demonstrate fair and open decision making by or on behalf of the Committee.
5. To ensure members' information needs are met so they can contribute fully to the decision-making within the committee process.
6. To ensure Committee members obtain the necessary skills to contribute to the work of the committee and to work with officers to provide training if necessary.
7. To be willing to learn about the professional disciplines and services relevant to the work of the Committee.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Member/Officer protocol as set out in the Constitution, and any other relevant protocols related to the regulatory committee.
3. To ensure members of their Committee abide by the Member/Officer protocol.
4. To ensure that the principles of equality and fairness are integral to all actions and policies of the council.
5. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible. **Training related to licensing and development control is compulsory. Members can not sit on these committees without this training.**
6. To make use of new technology as a means of effective communication.

Skills and Knowledge required

1. Knowledge of the legislation regulating the work of the Committee

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2. Ability to apply best practice in making decisions related to the work of the Committee
3. Good communication and interpersonal skills
4. Leadership and chairmanship skills
5. Project and time management skills
6. Ability to influence and work constructively with members, officers, the public and outside organisations.
7. Ability to work as part of a team.

Key duties in the following areas:

1. To lead the relevant standards function of the Council, ensuring the overall coordination and management of the process.
2. To chair and manage meetings of the Standards Committee and ensure the Committee achieves its terms of reference.
3. To ensure the efficient carrying out of the standards process and keep under review the standards process and codes within the framework provided by the Standards Board for England.
4. To monitor the preparation and presentation of appropriate reviews to ensure that the outcomes are fully taken into account in the formulation of policy by the Council.
5. To promote high standards of conduct by all elected members.
6. To assist elected members observe the Council's Code of Conduct.
7. To monitor and review the Code of Conduct and arrangement of appropriate training for all elected members to ensure its proper application.
8. To keep yourself and the Committee fully up to date with all relevant legislation and good practice relating to the Standards Committee.
9. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
10. To comply with the Member/Officer protocol as set out in the Constitution.
11. To ensure members of their committee abide by the code of conduct and Member/Officer protocol.
12. To ensure that the principles of equality and fairness are integral to all actions and policies of the council.
13. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
14. To make use of new technology as a means of effective communication.

Skills and Knowledge required

1. Good communication and interpersonal skills
2. Leadership and chairmanship skills

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3. Project and time management skills
4. Ability to influence and work constructively with members, officers, the public and outside organisations.
5. Ability to work as part of a team.

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ROLE: 9 Chairman of Employment Matters, Appointments, Dismissals Appeals and Audit Committee

Key duties in the following areas:

1. To ensure the overall coordination and management of the Committee functions relating to Employment Matters, Appointments, Dismissals Appeals and Audit.
2. To chair and manage Committee meetings and ensure the Committee achieves its terms of reference.
3. To ensure the efficient carrying out of the processes for which the Committee has responsibility.
4. To demonstrate fair and open decision making by or on behalf of the Committee.
5. To ensure members' information needs are met so they can contribute fully to the decision-making within the committee process.
6. To ensure Committee members obtain the necessary skills to contribute to the work of the committee and to work with officers to provide training if necessary.
7. To be willing to learn about the professional disciplines and services relevant to the work of the Committee.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Member/Officer protocol as set out in the Constitution.
3. To ensure members of their Committee abide by the Member/Officer protocol.
4. To ensure that the principles of equality and fairness are integral to all actions and policies of the council.
5. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
6. To make use of new technology as a means of effective communication.

Skills and Knowledge required

1. Knowledge of the legislation regulating the work of the Committee

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2. Ability to apply best practice in making decisions related to the work of the Committee
3. Good communication and interpersonal skills
4. Leadership and chairmanship skills
5. Project and time management skills
6. Ability to influence and work constructively with members, officers, the public and outside organisations.
7. Ability to work as part of a team.

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ROLE: 10 Vice Chairman of Committees (Overview and Scrutiny, Standards and Regulatory and other)

Key duties in the following areas:

Leadership

1. To support and deputise for the Chairman in his/her role and responsibilities.
2. To lead and chair the Committee and ensure its overall effectiveness in the absence of the Chairman.
3. To sum up the debate and propose recommendations to the Chairman.
4. To lead on task groups as requested.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Member/Officer protocol as set out in the Constitution.
3. To ensure that the principles of equality and fairness are integral to all actions and policies of the council.
4. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
5. To make use of new technology as a means of effective communication.

Skills and Knowledge required

1. Good communication and interpersonal skills.
2. Ability to understand complex issues and summarise into clear ways forward.
3. Leadership and chairmanship skills.
4. Project and time management skills.
5. Ability to influence and work constructively with members, officers, the public and outside organisations.
6. Ability to work as part of a team.

Key duties in the following areas:

1. To participate actively and effectively as a member on any scrutiny, regulatory or other committee/panel, assembly or forum to which you are appointed.
2. To contribute actively in the overview and scrutiny of the Council's policies, budget, strategies and service delivery as a member of the committee.
3. To develop and maintain a working knowledge of the organisation, services and activities and other matters which affect and impact on the role of the committee.
4. To obtain the necessary skills to contribute to the work of the committee and attend training if necessary.
5. To be willing to learn about the professional disciplines and services relevant to the work of the Committee.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt. **(This applies to co-opted members who vote and does not apply to non-voting co-optees).**
2. To comply with the Member/Officer protocol as set out in the Constitution.
3. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
4. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
5. To make use of new technology as a means of effective communication.
6. To work in a way that ensures the responsibilities of members as corporate parents are taken seriously.
7. To prepare adequately to ensure participation.

Skills and Knowledge required

1. Good communication and interpersonal skills
2. Ability to work constructively with other members, officers, the public and outside organisations.
3. Ability to work as part of a team.

ROLE: 12 Leader(s) of Opposition Political Groups

Key duties in the following areas:

Leadership

1. To be the main spokesperson for members of their political group and the political position of their group.

2. To lead their group by ensuring that:
 - Members of their group abide by the code of conduct and Member/Officer protocol and codes of conduct.

 - Adequate liaison takes place with leaders of other political groups to further the interests of the Council, the Cabinet, the Chairmen of Overview and Scrutiny Committees, the Chairmen of Regulatory and other Committees and the Chairman of the Standards Committee on all matters affecting the functions of the Council and the achievement of Value for Money;

 - Adequate liaison takes place with the Council's Chief Executive, Corporate Management Team, and its Managers on all matters affecting the services provided by them on behalf of the Council;

 - Regular briefings to ensure good communications take place on all Council matters to members of their group;

 - Constructive challenge, alternatives or amendments are offered by members of the group, where appropriate, on recommendation to O&S and Full Council.

3. To work with the Group Whip to ensure the process of nomination from their group to serve on Overview and Scrutiny Committees, Committees and local outside bodies takes place.

Policy development

1. To work with Group spokespersons to formulate overall policy and priorities for their group.

Community liaison

1. To represent the Council on local, regional and national bodies, as appropriate, where formally appointed to do so.

Ways of working

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1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Member/Officer protocol as set out in the Constitution.
3. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
4. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
5. To make use of new technology as a means of effective communication.

Skills and knowledge required

1. Good communication and interpersonal skills
2. To have the ability to analyse and grasp complex issues including interpreting performance information.
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
4. A clear understanding of the operation of the council, including the economic and social situation within Medway.
5. Effective leadership skills.
6. Ability to chair meetings and facilitate open discussion.
7. The ability to work effectively with council officers, the public, the media and partner organisations.

Key duties in the following areas:

Leadership

1. To support and deputise for the Leader of the Group in all of his/her roles and responsibilities as group leader.

Community liaison

1. To support and deputise for the Leader of the group in his/her community liaison responsibilities.
2. To support and deputise for the Leader of the group in his/her role of ensuring effective liaison with other political groups within the Council.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Member/Officer protocol as set out in the Constitution.
3. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
4. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
5. To make use of new technology as a means of effective communication.

Skills and knowledge required

1. Good communication and interpersonal skills
2. To have the ability to analyse and grasp complex issues including interpreting performance information.
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
4. A clear understanding of the operation of the council, including the economic and social situation within Medway.
5. Effective leadership skills.
6. Ability to chair meetings and facilitate open discussion.

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7. The ability to work effectively with council officers, the public, the media and partner organisations.

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ROLE: 14 Group Spokesperson of Opposition political groups

Key duties in the following areas:

Leadership

1. To be the main spokesperson for members of their political group on their appointed remit.
2. To ensure regular communication takes place on all portfolio matters to members of their group.
3. To offer constructive criticism, alternatives or amendments across their remit on behalf of their group.
4. To take the lead on particular items called in by Group and any specific media issues.

Policy development

1. To take the lead role in formulating policy on behalf of their group and offering constructive criticism where appropriate.
2. To contribute to the Council's overview and scrutiny process and ensure that their recommendations are considered in relation to their remit.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Member/Officer protocol as set out in the Constitution.
3. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
4. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
5. To make use of new technology as a means of effective communication.

Skills and knowledge required

1. Good communication and interpersonal skills
2. To have the ability to analyse and grasp complex issues including interpreting performance information.

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3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
4. A clear understanding of the operation of the council, including the economic and social situation within Medway.
5. Effective leadership skills.
6. Ability to chair meetings and facilitate open discussion.
7. The ability to work effectively with council officers, the public, the media and partner organisations.

Key duties in the following areas:

Leadership

1. To participate in meetings of Group Whips and officers on matter relating to representation by councillors on decision making bodies and other forum is in line with the constitution.
2. To coordinate the nominations of councilors to places on committees, other bodies, outside organizations, allocated to the group.
3. To liaise with members of the group to ensure the group is effectively represented at meetings.
4. To contribute to the development of the group view on important issues, strategies, policies and services.
5. To address any conduct issues with the Group Leader.

Ways of working

1. To comply with the Council's Code of Conduct or such other code of conduct as the Council may from time to time adopt.
2. To comply with the Member/Officer protocol as set out in the Constitution.
3. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
4. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
5. To make use of new technology as a means of effective communication.
6. To work in a way that ensures the responsibilities of members as corporate parents are taken seriously.

Skills and knowledge required

1. Good communication and interpersonal skills
2. To have the ability to analyse and grasp complex issues.
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.

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4. A clear understanding of the operation of the council, including the economic and social situation within Medway.

5. A clear understanding of the council's constitution.

Key duties in the following areas:

Ways of Working

1. To carry out the roles and functions of the First Citizen of Medway, representing the Council at civic and ceremonial events with the full dignity commensurate with the position and the tradition of the office of the Mayor.
2. To preside over meetings of the Full Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interest of the community.
3. To remain politically neutral whilst acting as an ambassador for the Council and its community and local democracy: promoting the Council's corporate policies, promoting Medway to the business community and visitors, raising awareness of citizenship issues.
4. To support the Mayor of Medway's Welfare Fund.

Skills and knowledge required

1. Good communication and interpersonal skills
2. To have the ability to analyse and grasp complex issues.
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
4. A clear understanding of the operation of the council, including the economic and social situation within Medway.

Key duties in the following areas:

Ways of Working

1. To support the Mayor in his/her role and deputises for him/her in his/her absence.
2. To preside over meetings of the Full Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interest of the community.
3. To remain politically neutral whilst acting as an ambassador for the Council and its community and local democracy: promoting the Council's corporate policies, promoting Medway to the business community and visitors, raising awareness of citizenship issues.
4. To support the Mayor of Medway's Welfare Fund.

Skills and knowledge required

1. Good communication and interpersonal skills
2. To have the ability to analyse and grasp complex issues.
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
4. A clear understanding of the operation of the council, including the economic and social situation within Medway.



Councillor Role Profiles

Incorporating the Kirklees Skills & Knowledge Framework

Revised: November 2008

Councillor
Development



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Introduction

Role profiles for councillors were introduced in Kirklees in 1999 and were used by the Independent Review Panel (IRP) to underpin the Councillors' Allowance Scheme. They were developed as a means to clearly set out the expectations of a ward councillor and all roles attracting a 'Special Responsibility Allowance' (SRA). They have been refined and amended since 1999 to ensure that they reflect the roles and responsibilities that our councillors need to carry out on behalf of the public they are elected to serve.

The following role profiles are the result of a full review of the Councillors' Allowance Scheme that took place in October 2008. It included consultation with councillors and key officers to ensure the role profiles were updated to reflect the changing role of councillors and the future needs of the council and local government. In addition to this, skills and knowledge for each role have been identified to both meet the requirements of a future allowance scheme and support the Councillor Development Programme.

The role profiles set out the role and responsibilities as well as the skills and knowledge required for each role. The role profile for the ward councillor is the foundation for all other roles. The responsibilities, skills and knowledge required for roles attracting an SRA are in addition to those set out for the ward councillor.

The role profiles have three main purposes:

- To provide clarity for councillors, officers and the public about what is expected of each role;
- To provide guidance to the Independent Review Panel for the Councillors' Allowance Scheme;
- To support councillors in their development by providing a checklist to identify their development needs, both for the roles they are currently undertaking and for future roles to support succession planning.

Carl Whistlecraft
Assistant Head of Service
Policy & Governance

October 2008

Role Profile of a Ward Councillor

Leadership at Ward Level

- To lead and champion the interests of the local community and effectively represent the interests of the Ward and its constituents.
- To meet and liaise regularly with local interested parties and involve and consult them on key council decisions.
- To support and promote citizenship locally and empower the community to participate in the governance of the area.
- To undertake case work for constituents and act as an advocate in resolving concerns or grievances.
- To communicate with local people and answer enquiries:
 - about decisions that affect them
 - about opportunities in the community
 - regarding the rights of constituents within Kirklees
 - as to why decisions are taken

Localism and Local Area Committees

- To participate constructively in the good governance of the area.
- To use influence as a councillor to develop links between groups and communities in the ward and local area.
- To be constructively involved in the work of the Local Area Committee.
- To forge local partnerships to ensure resources are used to meet the needs of the area.

Representation

- To inform the debate at full council meetings and contribute to the effectiveness of the council meeting as the focus of visible leadership.
- To contribute to the formation and scrutiny of the council's policies, budget, strategies and service delivery.
- To contribute to the scrutiny of decision-making and review of policies/services of the council.
- To represent the council to the community and the community to the council.
- To develop and maintain knowledge of how the council works and develop working relationships with its officers.
- To participate in the activities of any political group of which the councillor is a member.
- To represent the council on outside bodies and, where appropriate, to represent those bodies within Kirklees.

Other

- To fulfil the legal (in accordance with the council Code of Conduct for councillors) and local requirements placed on a councillor.
- To prepare an Annual Report to be published every June.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Ward Councillor

Leadership Skills

- Ability to lead and champion the interests of the local community.

Chairing Skills

- Ability to chair meetings in the community and facilitate discussions.

Organisational Skills and Personal Effectiveness

- Manage casework (including the use of information technology (IT) to support the process).
- Basic administration skills.

Team Working & Relationship Building

- Ability to develop relationships with key council officers and representatives from partner agencies.
- Ability to build effective relationships with all sections of the community (in order to be able to represent their needs to the council).

Knowledge

- Understanding of national policies and their impact on the ward.
- Knowledge of the issues within the ward and the wider locality.
- An understanding of how the council works.
- Knowledge of the council structure, key contact officers and services procedures and eligibility criteria (in relation to schemes and services administered by the council).
- Knowledge of the political decision-making structures of the council and partners.
- Understanding of the Code of Conduct for councillors, including ethics and standards.
- Knowledge of the strategic priorities and key policies of the council.
- Understanding of legislation and council policies to which councillors must adhere.
- Basic understanding local government finances and audit processes.
- Understanding the Corporate Parenting responsibilities of councillors.
- Knowledge of the council's standards of customer care and complaints procedure.
- Knowledge of partner agencies in the context of the ward.

Communication Skills

- Community engagement skills.
- Influencing, persuading and negotiation skills.
- Managing conflict and mediation skills.
- Ability to work with the media and to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Ability to communicate with a range of audiences, including partners.
- Active listening and questioning skills.
- Ability to make an effective presentation and public speaking skills.

Other Skills and Abilities

- Ability to use IT to access agendas, minutes, reports, etc and to use the GroupWise e-mail system, the Kirklees Intranet and website.
- Ability to interpret council budgets and accounts.

Role Profile of the Leader of the Council

This role profile identifies the responsibilities, skills and knowledge required of the Leader of the Council, which are in addition to those set out for a Cabinet member (on pages 12 and 13).

- To provide leadership to the council.
- To undertake the role of 'community leader', building a vision for the area and leading the council and its partners towards that vision.
- To represent the council and provide leadership of the local strategic partnership and other key local partnerships.
- To chair the Cabinet meetings and to take responsibility for its performance, individually and collectively.
- To represent the authority, and be accountable for, discussions and negotiations with the community and with regional, national and international organisations.
- To undertake political executive responsibility for proposing and directing the overall strategy, budget, policy arrangements and service reviews.
- To act as spokesperson for the authority (in consultation with the Leader of other political Groups and the Chief Executive as appropriate).
- To ensure the work of the Cabinet is conducted in accordance with the council's constitution and with due regard for any statutory provisions set out in legislation.
- To facilitate good communication so that people within and outside the authority are able to contribute constructively to the decision-making processes of the council.
- To work closely with the Group Business Manager to ensure the smooth running of the Group and the personal development of members of the Group.
- To maintain effective liaison with the Chair of Overview and Scrutiny.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for Leader of the Council

Leadership Skills

- Advanced leadership skills.
- Ability to develop a vision for Kirklees and drive the council and its partners towards achieving that vision.
- Advanced ‘ambassadorial’ skills (to be able to represent the council both within and outside the council, particularly at the sub-regional, regional and national level).
- Ability to lead the council towards continuous improvement.
- Ability to provide political leadership for their Group.
- Ability to, when necessary, discipline members of their political Group.

Chairing Skills

- Advanced chairing skills

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of council, Cabinet and its committees (having regard to the terms of reference and the key challenges facing the council).

Knowledge

- A detailed understanding of the strategic role of the Leader of the Council.
- Detailed understanding of the legally defined role of the Chief Executive and other senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- Detailed understanding of the council’s constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing councillors and the practical implications for Kirklees councillors.
- An understanding of project management principles.

Communication Skills

- Ability to facilitate effective communication within and across the council and to ensure the community are able to engage in the council’s decision making processes.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Advanced listening and questioning skills.
- Advanced presentation skills.
- Advanced public speaking skills.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups, to the benefit of the Kirklees community.
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Overview and Scrutiny, Area Committees and other political Groups.
- Political sensitivity to be able to address difficult issues across all Groups.

Role Profile of Deputy Leader of the Council

This role profile is to be read in conjunction with both the role profile for Cabinet member and Leader of the Council. It identifies responsibilities specific to the role of Deputy Leader, in addition to those of a Cabinet member.

Role and Responsibilities

- To assist the Leader of the Council in the formal processes and matters of leadership of the authority (specifically set out in the Role Profile of the Leader of the Council on page 9).
- To work with the Leader of the Council on the budget and policy development.
- To ensure that appropriate developmental steps are taken to equip them with the knowledge and skills to carry out the role of the Leader when called upon.
- To deputise for the Leader in his/her absence and undertake the above mentioned duties set out in the Role Profile for the Leader of the Council.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for Deputy Leader of the Council

As it is expected that the Deputy Leader should be able to deputise for the Leader, the same additional skills and knowledge are set out below.

Leadership Skills

- Advanced leadership skills.
- Ability to develop a vision for Kirklees and drive the council and its partners towards achieving that vision.
- Advanced 'ambassadorial' skills (to be able to represent the council both within and outside the council, particularly at the sub-regional, regional and national level).
- Ability to lead the council towards continuous improvement.
- Ability to provide political leadership for their Group.
- Ability to, when necessary, discipline members of their political Group.

Chairing Skills

- Advanced chairing skills

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of council, Cabinet and its committees (having regard to the terms of reference and the key challenges facing the council).

Knowledge

- A detailed understanding of the strategic role of the Leader of the Council.
- Detailed understanding of the legally defined role of the Chief Executive and other senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- Detailed understanding of the council's constitution, Code of Conduct, budget and audit processes and key internal policies
- Understanding of the relationship between national politics and local political leadership
- Understanding of the wider, national issues facing councillors and the practical implications for Kirklees councillors.
- An understanding of project management principles.

Communication Skills

- Ability to facilitate effective communication within and across the council and to ensure the community are able to engage in the council's decision making processes.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Advanced listening and questioning skills.
- Advanced presentation skills.
- Advanced public speaking skills.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups, to the benefit of the Kirklees community.
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Overview and Scrutiny, Area Committees and other political Groups.
- Political sensitivity to be able to address difficult issues across all Groups.

Role Profile of a Cabinet Member

- To have the strategic responsibility for, and provide a lead on, a named portfolio of services.
- To have the responsibility for, and provide a lead on, the initiation of policy in respect of the relevant portfolio.
- To contribute to the development of strategic policy as part of the cabinet collective.
- To decide the executive action to be taken in implementing those matters of council policy allocated to them within their portfolio, seeking advice from the Executive Management Group and Heads of Service, where appropriate.
- To be a member of, and attend, Cabinet meetings and to share the collective responsibility for decisions taken by Cabinet.
- To take personal responsibility, and to be held accountable, for any decisions taken, and to share with the appropriate service managers responsibility for the performance of services within their portfolio.
- To respond to or deal with any issues arising at council meetings relating to their portfolio, to include reporting on progress made against portfolio priorities.
- To act as spokesperson or advocate within and outside the authority on those services and functions within their portfolio.
- To provide regular reports on progress and to undertake consultation on decisions as required.
- To attend Overview and Scrutiny Committee and Scrutiny Panels to share priorities, discuss decisions taken and/or support the policy formulation process.
- To develop partnership working with other agencies and contribute as a key player to delivering a partnership agenda through the Local Public Service Boards.
- To represent the council on outside bodies, and contribute the Kirklees perspective on national, regional and sub-regional bodies and feedback as appropriate.
- To consult ward councillors and other stakeholders as part of the development and review of policy.
- As part of the Cabinet, to be involved in:
 - leading the community planning process for the council;
 - the consultation on, and drawing up of, the revenue and capital budgets, and monitoring budget under/over spends
 - leading the search for continuous improvement;
 - taking decisions on resources and priorities to deliver the strategies and budget approved by Full Council;
 - promoting and participating in Councillor Development.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Note: The Cabinet has decided that all decisions will be taken collectively. No decisions have been delegated to individual Cabinet members.

Skills and Knowledge for a Cabinet Member

Leadership Skills

- Advanced leadership skills for areas of individual responsibility and, the ability to work with the Leader of the Council and Deputy Leader as an executive team.
- High level decision-making.
- Ability to challenge the status quo and deal with complex strategic issues and problems.
- Ambassadorial skills to be able to represent the council both within and outside the council.

Chairing Skills

- Intermediate chairing skills to be able to chair meetings relating to their portfolio and local public service boards.

Team Working & Relationship Building

- Relationship building – with other Cabinet colleagues, Executive Management Group/senior officers, Overview and Scrutiny, Partners etc
- Ability to work as part of an executive team to drive forward the continuous improvement of the council.

Knowledge

- Knowledge of the key areas relating to their Cabinet portfolio and its relationship with other portfolios within the cabinet.
- A detailed understanding of the strategic role of Cabinet within the council.
- Understanding of the role of a portfolio holder as part of the executive team.
- Detailed understanding of council strategy, policies and operations.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.
- Knowledge of the work of national, regional and sub regional bodies and the role of the council within them.
- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the council's constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the principles and importance of making sound, evidenced-based decisions.
- An understanding of project management principles.

Communication Skills

- Advanced communication skills to be able to work constructively with officers, councillors and partners.
- Advanced listening, questioning and negotiation skills.
- Advanced presentation and advanced public speaking skills.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.

Organisational Skills

- Ability to manage a busy and complex workload, often to tight timescales and deadlines.

Other Skills and Abilities

- Research skills and policy development skills.
- Ability to assimilate and analyse complex information.

Role Profile of a Leader of an Opposition Group

- To establish and represent the views of the Group on issues of policy and priority, and develop group policies that are credible and could be implemented by the council.
- To lead an Opposition Group within the council.
- To manage the work of councillors within the Group, and the overall co-ordination of opposition spokespersons and the business of the Group.
- To shadow and scrutinise the Leader of the Council and the Cabinet in their duties.
- To represent the council on key local partnerships and in so doing act as an ambassador for the council.
- To act as the principal spokesperson for an Opposition Group of which he/she is leader and as a representative of the authority to external bodies and organisations as appropriate.
- To comment on, challenge and review the council's administration performance in the co-ordination and implementation of its policies and procedures.
- To champion and participate in Councillor Development and manage the Group Business Manager to ensure the smooth running of the Group and the personal development of its councillors.
- To advise the Leader of the Council of the Group's position on issues relating to external relationships.
- To represent the Group on relevant formal and informal working groups
- To maintain effective liaison with the Chair of the Overview and Scrutiny Management Committee.
- To participate in the development of corporate strategies and policies.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Note: The level of Allowance paid to Group Leaders is calculated in relation to the size of the Political Group and the level of workload and responsibility that comes with that Group.

Skills and Knowledge for an Opposition Leader

Leadership Skills

- Ability to provide political leadership of their Group and manage the tensions between the political demands and expectations of the Group, and the needs of the council.
- Ability to hold Cabinet to account.
- Ambassadorial skills to be able to represent the council both within and outside the council including at regional and national level.
- Ability to discipline members of their political Group, when necessary.
- Political sensitivity to be able to address difficult issues with other Groups.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups, to the benefit of the Kirklees community
- Ability to build effective relationships with other parts of the political management structure e.g. full council, Overview and Scrutiny, Area Committees and other political Groups.
- Political sensitivity to be able to address difficult issues across all groups.

Knowledge

- Understanding of the roles of Leader of the Council, Cabinet members and the Leader of an Opposition Group within the council.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the challenges facing local government.
- Understanding of council strategy, policies and operations.
- Knowledge of the role of local partners and the services they deliver and their relationship with the council.
- Detailed understanding of the council's constitution, Code of Conduct, budget and audit processes and key internal policies.
- Detailed knowledge of community needs and their priorities for action.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing councillors and the practical implications for the councillors in their Group.

Communication

- Ability to facilitate effective communication within and across the council, and ensure the community is given the opportunity to engage in policy development of the opposition Group.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Advanced listening, questioning and negotiation skills.
- Advanced presentation and public speaking skills

Chairing Skills

There are no specific chairing responsibilities inherent in this post.

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the Group.

Other Skills and Abilities

- Ability to assimilate and analyse complex information.
- Research skills and policy development.

Role Profile of a Deputy Leader of an Opposition Group

This role profile is to be read in conjunction with the role profile for Leader of a Group.

Role and Responsibilities

- To undertake the development required to ensure that the post holder is equipped with the knowledge and skills required to carry out the role of the Group Leader when called upon.
- To assist the Group Leader to manage the work of Councillors within the Group.
- To work with the Group Leader on the budget and policy development for the Group
- To deputise for the Group Leader in his or her absence and undertake the duties set out in the role profile for Leader of a Group.
- To support the Group Leader in the initiation of policy.
- To work closely with Executive Management Group and Heads of Service where appropriate.
- To hold the Cabinet to account at Council meetings.
- To play a proactive role in Overview and Scrutiny to discuss decisions taken or support the policy formulation process.
- Consult interested parties, ward councillors and citizens as part of the development and review of group policy
- To assist the Group Leader when consulting on, and drawing up the revenue and capital budgets.
- To undertake detailed work in preparation for Council meetings.
- To be an advocate for the group within their capacity as a group officer.

Skills and Knowledge for a Deputy Leader of an Opposition Group

As it is expected that the Deputy Leader is able to deputise for the Leader, the additional skills and Knowledge set out for the Leader are copied here as they are also required of the Deputy Leader.

Leadership

- Ability to provide political leadership of their Group and manage the tensions between the political demands and expectations of the Group, and the needs of the Council
- Ability to hold the Executive to account
- Ambassadorial skills to be able to represent the Council both within and outside the Council including at regional and national level
- Ability to, when necessary, discipline Members of their political Group
- Political sensitivity to be able to address difficult issues with other Groups

Chairing

Intermediate chairing skills

Organisational Skills

- Ability to plan and prioritise the business of the Group

Other Skills

- Assimilating and analysing complex information
- Research skills and policy development

Knowledge

- Understanding of the roles of Leader of the Council, Cabinet members and the Leader of a Group within the Council
- Understanding of the legally defined role of certain senior officers
- Knowledge of the work of national, regional and sub regional bodies and the role of the Council within them
- Understanding of the national policy framework and its impact on local policy development
- Knowledge of the challenges facing local government
- Understanding of Council strategy, policies and operations
- Knowledge of the role of local partners and the services they deliver and their relationship with the Council
- Understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies
- Knowledge of community needs and their priorities for action
- Understanding of the relationship between national politics and local political leadership
- Understanding of the wider, national issues facing councillors and the practical implications for the Councillors in their group

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the Kirklees community
- Ability to build effective relationships with other parts of the political management structure e.g. full Council, Overview and Scrutiny, Area Committees and other political groups
- Political sensitivity to be able to address difficult issues across all groups

Communication

- Ability to facilitate effective communication within and across the Council, and ensure the community are given the opportunity to engage in policy development of the group
- Advanced skills in working with the media whilst being able to identify when additional support from public relations specialists is required, to ensure the Council is positively represented
- Advanced listening and questioning skills
- Advanced presentation skills and public speaking.

Role Profile of a Group Business Manager

- To assist the business of the authority through the operational management of the councillors within their political Group.
- To be responsible for co-ordinating the councillors of his/her own political group in respect of their membership of, and attendance at, meetings of the council and on Outside Bodies.
- To promote and participate in Councillor Development.
- To co-ordinate the Group's response to requests for nominations at cross party/national/regional/sub-regional events.
- To be involved in the Personal Development Review interviews for members of their Group.
- To work with their Group Leader on issues of succession planning.
- To resolve, in consultation with officers and other Group Business Managers as appropriate, any scheduling problems or matters referred to them for consideration by councillor(s) or the Chief Executive.
- To foster and maintain a disciplined approach by councillors having regard to high standards of behaviour and ethics as set out in the council's Code of Conduct for councillors.
- To assist in managing councillors' roles as elected representatives.
- To ensure that all members of their Group register and declare their interests and gifts and hospitality received, in accordance with national and local guidelines.
- To work closely with the Leader of the Group and to ensure the smooth running of the Group and the personal development of its members.
- To co-ordinate the production and collation of Annual Reports by members of the Group.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.
- To play a key role in negotiating and resolving office accommodation issues for political groups.
- To respond to complains about Councillors (from officers or members of the public).
- To be responsible for managing the substitute lists on behalf of the group.

Skills and Knowledge for a Group Business Manager

The level of skill required by a Group Business Manager in some of the areas outlined below will be dependant on the number of councillors in their Group.

Leadership Skills

- Ability to guide and influence, and when necessary, discipline members of their political group.

Team Working & Relationship Building

- Ability to broker consensus with colleagues within their own political Group.
- Relationship building with senior officers and councillors, particularly their Group Leader and members of own Group.
- Ability to effectively liaise across political groups with other Group Business Managers.

Organisational Skills and Personal Effectiveness

- Ability to manage a busy and complex work load, often to tight timescales and deadlines.
- Organisational skills to facilitate the co-ordination of the activity of councillors within the political group in relation to committees, sub committees, outside bodies, substitutes panel etc.

Knowledge

- A detailed understanding of the role and responsibilities of the Group Business Manager function and its relationship with the other parts of the councils decision-making structures.
- An awareness of key areas as relevant to the role e.g. the council's approach to Councillor Development, the councillors' Allowances Scheme etc.
- An awareness of the wider, national issues facing councillors and the practical implications for Kirklees councillors.

Communication Skills

- Good communication skills, principally with members of their own political Group and GBM colleagues.
- Tact and diplomacy in dealing with politically sensitive issues (including disciplining members of the group), within their political group and across the parties.
- Ability to carry out a confidential discussion with their members in respect of their personal development and specific issues and challenges they face as part of their work.
- Active listening and empathy specifically within the context of carrying out one-to-ones with their members.

Chairing Skills

There are no specific chairing responsibilities inherent in this post.

Role Profile for the Chair of the Overview and Scrutiny Management Committee

Leading and Promoting the Overview and Scrutiny Function

- To maintain effective liaison with the Leader of the Council and the Chief Executive to ensure that overview and scrutiny contributes to effective decision-making in Kirklees.
- To represent overview and scrutiny in council and be accountable to council for the actions of overview and scrutiny.
- To ensure that overview and scrutiny is publicised and communicated to build understanding of its role both within and outside the council.
- To represent Kirklees at regional and national forums concerned with overview and scrutiny.
- To represent the Overview and Scrutiny Committee on relevant boards and panels.
- To be responsible for the constitutional arrangements relating to the waiving of call in where decisions are 'urgent' and/or not on the forward plan.

Managing and Co-ordinating the Overview and Scrutiny Function

- To Chair the meetings of the Overview and Scrutiny Management Committee.
- To ensure that scrutiny work is properly co-ordinated.
- To maintain an overview of the work of all the panels in order to ensure effective co-ordination and progress of all work.
- To monitor progress of all scrutiny reviews and ensure that they are completed in reasonable time.
- To support and advise the Lead Members of the Overview and Scrutiny Panels.
- To receive all requests for scrutiny and ensure initial investigation to inform consideration at the Management Committee.
- To monitor the use of 'notices of concern' and 'call-in' procedures to advise on whether the procedure is being used appropriately.

Development of Overview and Scrutiny

- To maintain an overview of scrutiny in Kirklees and to learn from practice elsewhere.
- To ensure the continuing development of overview and scrutiny in Kirklees through improving both practice and how it is organised.
- To encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in overview and scrutiny matters.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge For Chair of the Overview and Scrutiny Management Committee

Leadership Skills

- Leadership of the scrutiny function within, and outside the council.
- Leadership of the Management Committee as a team.
- Ambassadorial skills through the representation and championing of the scrutiny function inside and outside the authority.
- Objective setting and progressing those objectives on behalf of the scrutiny function.

Chairing Skills

- Advanced chairing skills.

Team Working & Relationship Building

- Relationship building with Management Committee colleagues, EMG/senior officers, Panel Lead Members, Cabinet, partners etc.
- Building effective relationships with other parts of the political management structure e.g. Cabinet, Full Council, and Area Committees etc.
- Ensuring effective contributions from each member of Management Committee.

Knowledge

- A detailed awareness of the strategic importance of the scrutiny function within the council.
- A detailed awareness of the constitutional arrangements relating to the scrutiny function and particularly those of the Chair of the Management Committee.
- A detailed awareness of the Kirklees approach to overview and scrutiny and its relationship with the other parts of the council's decision-making structures.
- Detailed knowledge of the challenges facing the scrutiny function and the role of the Chair in addressing them.
- An awareness of changes facing local government and an understanding of how these might impact on the council's scrutiny function
- An understanding of project management principles.

Communication Skills

- Advanced listening skills and questioning skills.
- High standard of communication skills with officers, councillors, co-optees, partners, external bodies and members of the public.
- Advanced presentation skills.
- Advanced public speaking skills

Organisational Skills and Personal Effectiveness

- Assimilating and analysing complex information.
- Overseeing and prioritising scrutiny work, taking account of available resources.
- Planning and co-ordinating the work of the Overview and Scrutiny Management Committee and its agenda.
- Co-ordinating the work of standing and ad hoc scrutiny panels.

Other Skills and Abilities

- Ability to deal with complex strategic issues and problems on behalf of the Management Committee and the scrutiny function as a whole.
- Ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence.

Role Profile for a Member of the Overview and Scrutiny Management Committee

- To be responsible for supporting the Chair of the Overview and Scrutiny Management Committee to ensure effective scrutiny in Kirklees.
- To lead, with the Chair of Overview and Scrutiny, the overview and scrutiny function in Kirklees.
- To ensure that Overview and Scrutiny is publicised and communicated to build understanding of its role both within and outside the council.
- To manage and co-ordinate the Overview and Scrutiny work programme and forward plan.
- To maintain an overview of the work of all the panels, and their Lead Members, in order to ensure effective co-ordination and progress of all work.
- To monitor progress of all scrutiny reviews and ensure completion in reasonable time.
- To support and advise lead members.
- To consider and determine requests for in-depth scrutiny reviews and where necessary chair an ad hoc panel.
- To be responsible for the continuing development of both the organisation and practice of overview and scrutiny learning from the experience both in Kirklees and elsewhere.
- To encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in overview and scrutiny matters.
- To provide a quality check on the outcome of reviews.
- To work with officers in progressing individual objectives on behalf of the Management Committee.
- To develop and maintain constructive relationships with Cabinet.
- To contribute to the recruitment and retention of co-optees
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Member of the Overview and Scrutiny Management Committee

Leadership Skills

- Leadership of the scrutiny function within and outside the council including sharing and learning from best practice.
- Objective setting and progressing those objectives on behalf of the scrutiny function.

Team Working & Relationship Building

- Relationship building within the Management Committee context– with EMG, senior officers, Panel Lead Members, the Executive etc
- Effective relationship building with other parts of the political management structure e.g. Cabinet, Full Council, Area Committees etc.
- Ensuring an effective contribution from each Panel Lead Member.

Knowledge

- An awareness of the strategic importance of the scrutiny function within the council.
- A detailed awareness of the Kirklees approach to Overview and Scrutiny and its relationship with the other parts of the council's decision-making structures.
- An awareness of changes facing local government and an understanding of how these might impact on the council's scrutiny function.
- An awareness of the changes facing the council and an understanding of how these might impact on the scrutiny function.
- An appreciation of the Management Committee's Audit Panel function.
- Detailed knowledge of the challenges facing the scrutiny function and the role of Management Committee in addressing them.
- An awareness of project management principles as relevant to the Panel.

Communication

- Advanced listening and questioning skills.
- High standard of communication with officers, councillors, co-optees, partners and co-optees.
- Intermediate presentations skills.
- Intermediate public speaking.

Organisational Skills and Personal Effectiveness

- Overseeing and prioritising scrutiny work taking account of available resources.
- Co-ordinating the work of standing and ad hoc panels.

Other Skills and Abilities

- Ability to assimilate and analyse complex information.
- Ability to deal with complex strategic issues and problems.
- Ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence.

Role Profile of an Overview and Scrutiny Panel Lead Member

Management and Co-ordination of Overview and Scrutiny

- To ensure that the panel responds to issues referred to it by the Overview and Scrutiny Management Committee.
- To contribute to the management, co-ordination and development of overview and scrutiny in Kirklees.
- To report to the Overview and Scrutiny Management Committee on the work and progress of the Panel, and keep them informed of important and contentious issues that may involve a 'notice of concern' or 'call-in'.
- To attend meetings of the Overview and Scrutiny Management Committee when required.
- To present findings of scrutiny panel work at Full Council meetings.

The Link between the Cabinet member, services and Scrutiny

- To read relevant papers and reports and to attend meetings with the Cabinet member, Director, respective Heads of Service and officers.
- To be briefed on all matters affecting the relevant service/s, forward planning, and future Cabinet discussions.
- To identify, and report to the Overview and Scrutiny Panel, issues and potential decisions from the work programme of the Cabinet member and services that could cause concern.
- To inform the Cabinet member, Director, Heads of Service etc of any concerns that the Overview and Scrutiny Panel has raised.
- To advise the Cabinet member, Director, Heads of Service etc how those concerns may be best addressed to ensure that the right decision is taken first time.
- To attend as necessary Cabinet Meetings when items relevant to the Panel are being discussed.

Manage the Work of the Overview and Scrutiny Panel

- To manage and guide the Panel's work to scrutinise relevant issues relating to service delivery and decisions taken by the executive.
- Through the scrutiny function contribute to the development of service policy.
- To co-ordinate and manage panel members to undertake assigned tasks and sub-group work.
- In liaison with the Chair of Overview and Scrutiny and the Panel, to use the procedures set out for issuing 'notices of concern' and 'call-in'.
- To chair meetings of the panel convened to consider any items that have been called-in.
- To liaise with the designated Scrutiny officer supporting the Panel.
- To ensure that the Scrutiny Panel carries out the functions set out in the constitution.
- To engage partner agencies in the work of review and scrutiny and promote the constructive approach to scrutiny work.
- To attend in an observer capacity the corresponding Local Public Service Board and scrutinise the delivery of the Local Area Agreement targets
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

NOTE: The Overview and Scrutiny Management Committee believes that a Lead Member should be able to commit a minimum equivalent of one day per week to the role.

Skills and Knowledge for a Scrutiny Panel Lead Member

Leadership Skills

- Leadership of the Panel and on behalf of the Panel.

Team Working & Relationship Building

- Relationship building within the scrutiny context with officers, councillors, co-optees, etc.
- Effective relationship building with other parts of the political management structure e.g. Cabinet, Full Council, and Area Committees etc.
- Developing the Panel as a team and ensuring effective contributions from each member of the panel.

Organisational Skills and Personal Effectiveness

- Ability to prioritise and manage the work programme of the panel, co-ordinating assigned tasks and taking account of available resources.

Knowledge

- A detailed awareness of the Kirklees approach to overview and scrutiny and its relationship with the other parts of the council's decision making structures.
- Detailed knowledge of the Panel portfolio and the main issues relating to that portfolio.
- An awareness of project management principles, as relevant to the Panel.

Communication Skills

- Advanced listening and questioning skills.
- Communication with officers, councillors, co-optees, and partners.
- Intermediate presentations skills.
- Intermediate public speaking.
- Able to draft reports setting out Panel progress for consideration by Management Committee.

Chairing Skills

- Advanced chairing skills.

Other Skills and Abilities

- Ability to assimilate and analyse complex information.
- Ability to obtain and weigh up evidence to reach conclusions and make recommendations based on that evidence.

Role profile for Chair of an Ad Hoc Scrutiny Review

Managing the work of the panel

- In consultation with the Overview and Scrutiny Management Committee and the Panel, to propose and agree the terms of reference and the scope of the ad hoc review.
- To liaise with the designated Scrutiny Officer supporting the panel.
- To develop, propose and agree the work programme for the panel and any evidence required.
- To Chair the meetings of the panel to ensure that both 'witnesses' are treated courteously and that the members of the panel have the opportunity to explore and develop the issues that concern them.
- Guide the panel to pull together the key evidence to develop conclusions and recommendations to inform the panel's report.

The Link between the panel, the Cabinet member, Services and the Overview and Scrutiny Management Committee, council partners and, where appropriate, the media

- To ensure that the panel carries out its programme of work and report progress to the Overview and Scrutiny Management Committee as appropriate.
- To present the findings of the panel to the Overview and Scrutiny Management Committee, the Cabinet member and council.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for the Chair of an Ad Hoc Scrutiny Panel

Leadership Skills

- Leadership of the Panel and on behalf of the Panel.

Team Working & Relationship Building

- Relationship building within the scrutiny context with officers, councillors, co-optees, etc.
- Effective relationship building with other parts of the political management structure e.g. Cabinet, Full Council, and Area Committees etc.
- Developing the Panel as a team and ensuring effective contributions from each member of the panel.

Organisational Skills and Personal Effectiveness

- Ability to prioritise and manage the work programme of the panel, co-ordinating assigned tasks and taking account of available resources.

Knowledge

- A detailed awareness of the Kirklees approach to Overview and Scrutiny and its relationship with the other parts of the council's decision-making structures.
- An awareness of project management principles as relevant to the Panel.

Communication Skills

- Advanced listening and questioning skills.
- Communication with officers, councillors, co-optees, and partners.
- Intermediate presentations skills.
- Intermediate public speaking.
- Able to draft reports setting out Panel progress for consideration by Management Committee.

Chairing Skills

- Advanced chairing skills.

Other Skills and Abilities

- Research skills.
- Ability to assimilate and analyse complex information.
- Ability to obtain and weigh up evidence to reach conclusions and make recommendations based on that evidence.

Role Profile of the Chair of a Planning Sub-committee

- To chair the Planning Sub Committee in accordance with its terms of reference.
- To foster and maintain a disciplined approach by the councillors involved having regard to high standards of behaviour and ethics including the protocol relating to planning procedures.
- To ensure that contributions by the public to meetings are facilitated and controlled in accordance with the agreed procedure.
- To advise officers on the content of the agenda for Sub Committee meetings.
- To represent the council in all dealings with the public, media and other bodies in respect of the work of the Sub Committee.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for the Chair of a Planning Sub-committee

Leadership Skills

- Ability to represent the Planning Sub-committee to the community and the media.

Team Working & Relationship Building

- Relationship building particularly with senior officers involved in the Planning function, Leaders, Group Business Managers.

Organisational Skills

- Ability to plan and prioritise the business of the Planning Sub-committee, having regard to its terms of reference and key challenges facing the Planning function

Knowledge

- In-depth understanding of Planning issues and protocol relating to Planning procedures and Planning Committee.
- Understanding of the role of ward councillors in the Planning process and how to handle conflicts of interest between being a Ward councillor and a member of Planning Committee.
- Understanding of the role of Planning Officers.

Communication Skills

- Advanced listening, questioning and negotiation skills.
- Communication skills – particularly with councillors, officers and the public involved with the Planning Sub-committee.
- Advanced presentations skills.
- Advanced public speaking.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the Planning Sub-committee and the council are positively represented.

Chairing Skills

- Advanced chairing skills, including the ability to manage conflict.
- Impartiality and objectivity

Role Profile of the Chair of the Licensing and Safety Committee and Chair of a Regulatory Panel

This role profile is also relevant for the Chair of a Regulatory Panel (Licensing and Safety) where the majority of current activity takes place.

- To chair the Licensing and Safety Committee in accordance with its terms of reference.
- To foster and maintain a disciplined approach by the councillors involved having regard to high standards of behaviour and ethics.
- To advise officers on the content of the agenda for Committee meetings.
- To represent the council in all dealings with the public, media and other bodies in respect of the work of the Committee.
- To represent the Committees decisions in appeals to the Magistrates and higher Courts.
- To be aware of legislation and ongoing local and national developments on licensing matters and their implications.
- To be the councillor spokesperson in regular scheduled meetings with the taxi vehicle trade and with other interested parties so that the council maintains relationships and can have positive dialogue on licensing issues.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for Chair of the Licensing and Safety Committee and Chair of a Regulatory Panel

Leadership Skills

- Ability to represent the Licensing and Safety Committee to the community and the media.

Team Working & Relationship Building

- Relationship building particularly with senior officers involved in the planning function, Leaders, Group Business Managers.

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the licensing and safety having regard to its terms of reference and key challenges facing the Licensing and Safety function.

Knowledge

- In-depth knowledge of the standards, ethics and Code of Conduct for councillors.
- Knowledge and understanding of relevant legislation and local/national developments on licensing matters – and their implications.

Communication Skills

- Advanced listening and questioning skills.
- Communication skills – particularly with councillors and officers involved with the Planning Sub Committee.
- Intermediate presentations skills.
- Intermediate public speaking.
- Ability to work with the media and to identify when additional support from public relations specialists is required, to ensure the council and the Planning function is positively represented.

Chairing Skills

- Advanced chairing skills, including the ability to manage conflict.
- Impartiality and objectivity.

Role Profile of the Chair of the Appeals Panels

- To chair meetings of the Panel in accordance with the relevant terms of reference.
- To organise the work programme and determine the agendas of Panel meetings.
- To foster and maintain a disciplined approach by the members of the panel, having regard to high standards of behaviour and ethics.
- To represent the council in all dealings with the public, media and other bodies in respect of the work of the Panel.
- To deal with and decide upon all appeals as follows:
 - Staffing appeals relating to grading, single status, grievance dismissal, disciplinary matters and sickness termination;
 - Appeals against decisions on education discretionary awards;
 - School transport appeals;
 - Appeals regarding applications for boarding education;
 - To review the decision of the Director of Adults & Communities / Director of Children & Young People on the details of any registered complaint;
 - To resolve disagreements etc. between Kirklees Council and organisations involved in the provision of care services;
 - Appeals from applicants on the Housing Register.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for the Chair of the Appeals Panels

Team Working & Relationship Building

- Relationship building particularly with senior officers supporting/advising on the appeals processes of the council, Leaders, Group Business Managers and Panel members.

Chairing Skills

- Advanced chairing skills.
- Impartiality and objectivity

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the Appeals Panel having regard to its terms of reference.

Knowledge

- In-depth understanding of the Appeals process.
- In-depth knowledge of grading issues, including those relating to single status.
- In-depth knowledge of grievance and disciplinary procedures.
- In-depth knowledge of School Transport issues.
- In-depth knowledge of Housing allocation system and relevant Housing legislation.

Communication Skills

- Advanced listening and questioning skills.
- Communication skills – particularly with councillors and officers involved with the Appeals Panel.
- Intermediate presentations skills.
- Intermediate public speaking.

Other Skills and Abilities

- Ability to obtain and weigh up evidence to reach conclusions and make recommendations based on that evidence.

Role Profile of a Chair of an Area Committee

- To recognise at all times that the Area Committee is the public face of the Council.
- To chair the Area Committee meetings in accordance with its terms of reference.
- To foster and maintain a disciplined approach by the councillors involved, having regard to high standards of behaviour and ethics.
- To ensure that public meetings are delivered to the highest standard, demonstrating transparency in decision-making and cultivating the trust of the general public in local politics.
- To advise officers on the content of the agenda for committee meetings.
- To ensure that planning meetings are an effective mechanism for informing and updating Councillors on area committee/locality-wide matters, resolving potential disputes and effectively managing the work programme of the area committee.
- To lead Area Committee activities as appropriate.
- To represent the council in all dealings with the public, media and other bodies in respect of the work of the committee, in accordance with Council procedures and protocols.
- To ensure that active participation with the locality agenda is secured by:
 - Developing an understanding amongst area committee members of their locality and the benefits and value of co-operation to the communities they serve.
 - Using the influence of the area committee and its governance measures, to support and progress locality priorities.
 - Emphasising the crucial role that each ward councillor has to ensure that the needs of the communities they represent are summarised in the locality plan and prioritised accordingly.
- To take lead role and champion the work of the local Area Committee in partnership with:
 - Local community
 - Voluntary Sector
 - Public and private sector
 - Other interested parties
- To encourage and support the active participation of all local Area Committee councillors, co-optees and partners in the following areas:
 - Community Engagement (making every effort to ensure that all sections of the Community, particularly under-represented groups, have an opportunity to participate);
 - Community action planning;
 - Devolved decision-making;
- To ensure the area committee operates in a manner that effectively represents the interests of the wider local community.
- To produce an annual report setting out the committees' achievements.
- To ensure the work of the area committee is well-publicised by informing, involving, consulting and feeding back to the local community using a wide variety of mechanisms.

- Represent the interests of the local community through two-way communication with the council, partners and other key decision-makers.
- To plan and co-ordinate the work programme and forward plan of the area committee.
- Proactive liaison with council officers and partners/agencies to achieve the objectives of the Area Committee.
- To ensure that the area committee works effectively with service providers to ensure the provision of services that meet local needs.
- To be responsible for ensuring decisions are made using correct protocols.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for the Chair of an Area Committee

Leadership Skills

- Ability to provide leadership for the local area.
- Ability to challenge the status quo and develop proposals for change at a local level.
- Ambassadorial skills to be able to represent the Area Committee both within and outside the council.
- Objective setting and progressing those objectives on behalf of the Area Committee.

Team Working & Relationship Building

- Relationship building particularly with Area Committee members, co-optees, local partners, key community contacts, senior officers etc.
- Tact and diplomacy to be able to work across the full range of council services, partners and political groups to the benefit of the local community
- Supporting and encouraging relevant contribution from each member of the Area Committee.
- Ensuring maximum contribution from Area Committee members with portfolio lead responsibilities.

Knowledge

- Detailed understanding of the council's constitution.
- Detailed understanding of the code of conduct, budget and audit processes and key internal policies.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the relationship between the role of the council and its Area Committees.
- Knowledge and understanding of locality working.
- Understanding of the legally defined role of certain senior officers.
- Knowledge of local community needs and their priorities for action.
- Knowledge of community engagement and community action planning processes.

Communication

- Advanced communication skills to be able to work constructively with councillors, partners, co-optees and officers.
- Advanced listening and questioning skills.
- Advanced presentation skills.
- Advanced public speaking skills.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the Area Committee and the council are positively represented.

Chairing

- Advanced chairing skills.

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the Area Committee having regard to its terms of reference and key challenges facing the local area.
- Ability to manage a busy and complex workload often to tight timescale and deadlines.

Role Profile for the Chair of the Corporate Governance and Audit Committee

- To chair the Corporate Governance and Audit Committee meetings in accordance with its terms of reference.
- To be responsible for ensuring decisions are made using correct protocols.
- To foster and maintain a disciplined approach by the Councillors involved having regard to high standards of behaviour and ethics.
- Planning and co-ordinating the work programme and forward plan of the Committee.
- To advise officers on the content of the agenda for Committee meetings.
- To chair planning meetings and manage the work programme of the Committee to ensure that tasks are completed.
- To produce an Annual Report setting out the Committees' achievements in relation to:
 - Monitoring the operation of the Council's Constitution and keeping its terms under review, including all procedure rules.
 - Making recommendations to the Council for any change or additions to the procedure rules or Articles of the Constitution or executive arrangements.
 - To oversee all matters relating to the adoption and operation of the Members' Allowances Scheme including recommendation to the Council of the adoption of or amendment to any such Scheme.
 - To keep under review the portfolios of the Cabinet and the terms of reference and delegations of Council functions to committees and formally appointed bodies and officer.
 - To consider the Council's arrangement relating to accounts.
 - To consider the Council's arrangements relating to internal and external audit requirements.
 - To review the adequacy of the Council's Corporate Governance arrangements (including matters such as internal control and risk management) and including to review and approve the annual statement of Corporate Governance.
 - To oversee the agreement and updating of the Council's Code of Corporate Governance, monitoring its operation and compliance with it, and using it as a benchmark against performance for the Annual Statement of Corporate Governance.
 - To oversee the designation of the Head of Paid Service, the Monitoring Officer and all statutory 'proper officers'.
 - To oversee payments/benefits in cases of maladministration as required and make recommendations arising from any review of a report of the Local Government Ombudsman.
 - To initiate or consider a petition for community governance review under sections 79 – 86 of the Local Government and Public Involvement in Health Act 2007 and to agree the Terms of Reference for such a review, and decide the outcome following the review.
 - Functions relating to elections and parishes set out in Part D of Schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (or any replacement or amendment of it).
 - Charities and charitable trusts (so far as not the responsibility of Cabinet).

Skills and Knowledge for Chair of the Corporate Governance and Audit Committee

Leadership

- Ability to provide leadership for committee.
- Objective setting and progressing those objectives on behalf of the committee.

Chairing

- Advanced chairing skills.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups to the benefit of the local community.
- Supporting and encouraging relevant contribution from each member of the committee.

Communication

- Advanced communication skills to be able to work constructively with councillors, partners, co-optees and officers.
- Listening and questioning skills.
- Presentation/public speaking skills.

Organisational Skills

- Ability to plan and prioritise the business of the committee having regard to its terms of reference and key challenges facing the local area.
- Manage a busy and complex workload often to tight timescale and deadlines.

Knowledge

- Detailed understanding of the council's constitution.
- Detailed understanding of the Code of Conduct, budget and audit processes and key internal policies.
- Detailed understanding of the Councillors Allowances Scheme.
- Detailed understanding of the relationship between the Council and charitable Trusts.

Role Profile for Member of the Adoption Panel

- To consider the needs and circumstances of individual children and to make recommendations as to whether they should be adopted.
- To consider the assessment of prospective adopters and to make recommendations as to whether they are suitable to adopt a child/children.
- To consider a match between a child/children and prospective adopters and to make recommendations regarding the prospective placement and the related adoption support plan.
- A Panel member is required to consider reports presented to him/her, meet at Panel meetings prospective adopters who accept an invitation to the Panel, and recommend to the Agency Decision Maker in relation to the following:
 - Whether a prospective adopter is suitable to adopt a child
 - From the reports **may consider and give advice** regarding the number, age, sex, likely needs and background of children that the applicant is suitable to adopt
 - Whether a child should be placed for adoption
 - From the reports **must consider and may give advice** about any contact arrangements and whether the agency should apply for a Placement Order
 - Whether a particular approved adoptive family is suitable for a child/sibling group
 - Whether the adoption support plan is appropriate with regard to post placement and post adoption support
 - Periodical review of children where adoption is the plan but he/she is not yet placed
 - The review of adoption placements where the child/children has been placed for more than 1 year prior to the making of an adoption order.
 - The continuing approval of an adoptive family awaiting a placement and any changes of profile to be considered
 - Review of adoption placements which disrupt
 - Case discussions/consultation to assist in decision making
- To assist the Panel to meet and maintain its statutory requirements under the Adoption Agencies Regulations 2005, ensuring advice is obtained from the Legal Advisor and a request is made for any further information that the Panel member feels is necessary to have in relation to matters brought before it.
- To monitor and feedback to the Panel Chair and Professional Advisor, views on the quality of the Kirklees Children and Young People Service work in the area of adoption.
- To monitor the Kirklees' ability to meet the National Adoption Standards targets and to receive and comment upon six monthly reviews of the service.
- To ensure the safe and confidential storage of all documents sent to the Panel member for consideration prior to a meeting and the return of all such documents to the Panel Administrator at the conclusion of the meeting to which they relate.
- To understand the importance of quoracy in fulfilling the Adoption Agencies Regulations 2005, to ensure their personal and professional commitment to attendance is maximised and any non attendance be notified to the Panel Administrator with as much notice as possible.

- As part of continuing development as a Panel member, to attend a minimum of one training day per year together with the social workers and managers of the Adoption Agency and to keep up to date an information file containing all information and training related to the Panel member's role.
- To work in an anti-discriminatory way and be sensitive to issues of diversity and promotion of equal opportunities.
- To undergo an annual Professional Development Review, usually undertaken by the Panel Chair and a manager of the Adoption Agency, related to all the above matters.

Skills and Knowledge for Member of the Adoption Panel

Leadership

- Commitment to taking part in discussion and prepared to accept responsibility for an equal role in the recommendation process.
- Able to use expertise independently - of agency, family, etc - in carrying out the role.

Team Working & Relationship Building

- Commitment to permanency and long term planning for children and young people.
- Willing to participate in training provided by Kirklees Council to incorporate heightened awareness of implications of new legislation and current professional practice issues in relation to adoption work and the best interests of children.

Knowledge

- To develop a working knowledge and keep up-to-date with adoption agencies legislation, regulations and practice as they relate to the operation of the panel
- Commitment to the Kirklees values, principles and objectives, as laid out in the Statement of Purpose of the Kirklees Adoption Service.
- Must acknowledge the complete confidentiality of all information they receive in connection with their duties as Panel members, and follow protocol in relation to receipt and storage of confidential papers.

Communication

- Ability to read and analyse reports.

Organisational Skills

- Commitment to regular attendance.

Terms and Conditions of Appointment to the Adoption Panel

1. Panel members are required to provide proof of identity and membership is subject to a satisfactory enhanced Criminal Records Bureau check.
2. Panel members are required to provide proof of relevant qualifications and any membership of professional bodies related to their role.
3. All Panel members must sign a confidentiality statement.
4. A bi-annual or annual training day will be arranged by Kirklees MC; there is a clear expectation that Panel members will attend. Members will be consulted on the content and format of the training day.
5. Panel members are entitled to claim expenses for travel, mileage, parking fees and child care costs.
6. It is possible for a Panel member to have some knowledge, either in a personal or professional capacity, of a case under consideration. In such circumstances a member should declare an interest and inform the Chair or Vice Chair of the Panel accordingly.
7. Panel members should be committed to anti-discriminatory practice and should be prepared to consider each case on its own merits.
8. An information package will be provided to Panel members who will also have the opportunity of observing Panel prior to taking up appointment.
9. There is an expectation that Panel members will attend a minimum of 75% of meetings in a year. Members are also expected to advise the Panel Administrator if they are unable to attend panel giving as much notice as possible. This avoids panel having to be cancelled at the last minute avoiding distress for applicants and additional delays for children.
10. Panel members should have read the panel papers carefully, should attend panel meetings prepared to contribute to the panel discussion and to work within panel protocols.
11. The papers should be left with the Panel Administrator immediately after the meeting.
12. If a Panel member has any concerns about another Panel member's behaviour or conduct in the Panel, these should normally be raised in private with the Panel Chair. The Panel Chair will discuss any issues of this nature with the Professional Advisor to Panel and if necessary will then address these with the Panel member in question. If these concerns cannot be resolved informally, the Unit Manager, Family Placement will put in writing the reasons why it intends to end the Panel member's appointment.

Role Profile for Member of the Fostering Panel

- To consider applications from prospective foster carers, respite carers and short break carers, making a clear recommendation regarding the terms of the approval.
- To consider approval of a relative or friend, originally approved under Regulation 38, to care for a specific, named child(ren).
- To consider a proposed placement for a specific child(ren) aged up to 14 years for whom it is agreed that fostering provides the best opportunity for permanency.
- To consider the review and re-approval of carers following (1) the first annual review. (2) Where there has been a major change in carers circumstances (3) following child protection concerns (4) where there are serious concerns re the standard of care being provided.
- To consider recommendations for termination of a foster carer's approval (following review or concerns arising from an investigation) and to be provided with information regarding termination of carers who have resigned or where a specific child has left the placement. Where the Panel because of allegations of abuse terminates carers Ofsted will be informed. A child protection strategy meeting will have considered whether the carers who have been subject to allegations will be referred to POCAL; the Panel will be informed of any decision to include foster carers on the register.
- To receive information on the outcome of carers annual reviews and details of the numbers of children placed in independent fostering placements.
- To consider the views of applicants in relation to approvals and to consider the views of approved carers in relation to variations of the terms of their approval. New applicants or approved carers may attend the Panel or make written representations.
- To consider issues of quality with regard to assessments and childcare planning, and ensure that a consistent approach is applied to all matters presented for consideration.
- To receive management information on an annual basis to allow the Panel to monitor the range and types of carers in comparison to the needs of children. This will include information about children placed in independent agencies.
- Details regarding the numbers of exemptions agreed in foster placements will be reported to the next available Panel.
- To consider instances where a child is placed outside a carers' approved profile.
- In all cases the Panel will make recommendations to the Agency Decision-Maker for his/her decision. The decision-maker can choose to make a different decision from the recommendation made.
- The vice chair will be expected to chair the Panel on two occasions during the year when the chair is present. This will enable the chair to give feedback and observe the dynamics of the Panel without having the responsibility of running the meeting.

Skills and Knowledge for Member of the Fostering Panel

Leadership

- Commitment to taking part in discussion and prepared to accept responsibility for an equal role in the recommendation process.
- Able to use expertise independently - of agency, family, etc - in carrying out the role.

Communication

- Ability to read and analyse reports.

Organisational Skills

- Commitment to regular attendance.

Team Working & Relationship Building

- Commitment to children and young people.
- Willing to participate in training provided by Kirklees Council to incorporate heightened awareness of implications of new legislation and current professional practice issues in relation to fostering work and the best interests of children.

Knowledge

- To develop a working knowledge and keep up-to-date with relevant legislation, regulations and practice as they relate to the operation of the panel
- Commitment to the Kirklees values, principles and objectives of the service.
- Must acknowledge the complete confidentiality of all information they receive in connection with their duties as Panel members, and follow protocol in relation to receipt and storage of confidential papers.

Terms and Conditions of Appointment to the Fostering Panel

Membership of the Panel

1. There are 10 voting members of the Fostering Panel. Panel meetings will be quorate with 5 voting members, two of whom must be members who hold independent status, one a social worker employed by the fostering service and one the chair or vice chair. A Panel administrator is present to take the minutes, alert the chair to any matters requiring his or her attention and to collect the papers at the end of the meeting. The fostering team manager is in attendance as the Panel advisor. The Panel advisor is present to advise on regulations, policy and procedure and to take feedback from the Panel to the fostering unit. The agency medical advisor will provide medical advice regarding applicants and children.
2. The chair is appointed by the Agency Decision-Maker and will be a person with extensive experience of work within the Children & Families Services. The appointment will be for three years but can be renewed for a further three years at the discretion of the Agency Decision-Maker.

3. Observers who are new Panel members, social workers or other allied professionals may attend the Panel. A maximum of two observers may attend with the agreement of the chair who should consider the sensitive nature of the cases to be heard before making a decision. Observers should sign a confidentiality agreement prior to receipt of any Panel papers.
4. All Panel members will be appointed by the Agency Decision Maker. There will be:
 - 1 x Chair** who should not have direct line management of the fostering service.
 - 4 x Independent Members** two of whom should where possible have some expertise in the following; Child health, Education.
At least one should be a foster carer for another fostering service provider and one a person who has been in foster care or had a child placed in foster care.
 - 1 x representative** who is an experienced social worker from Family Placement.
 - 1 x representative** who is an experienced social worker from Children & Families.
 - 1 x representative** who is an elected member of the Local Council.
 - 2 x members** at the agencies discretion.
5. All Panel representatives must undergo CRB checks and agree to sign a confidentiality agreement prior to commencement of Panel duties. Panel members should inform the Panel Administrator at once if they are charged, convicted or cautioned for any criminal offence.
6. At all times the membership of the Panel, will as far as possible, reflect the ethnic mix of the Kirklees population and will include a balance of male and female members.
7. In the event of there being a possible conflict of interest, which occurs because of a Panel member's personal/ professional involvement with a case which is being presented to the Panel. The chair will decide whether that person should be withdrawn from the Panel while recommendations are considered.

Tenure of the Panel

The period of tenure will be 3 years. However, members will be able to extend their period of office up to a further three-year period, at the discretion of the Agency Decision-Maker.

If a Panel member misses three consecutive meetings without sending apologies, their membership can be terminated by the Agency Decision-Maker. Any Panel member may resign his office at any time by giving one month's notice in writing to the Agency Decision-Maker. Where a member of the fostering Panel is deemed to be unsuitable by the fostering service provider his or her office may be terminated at any time by giving notice in writing.

Voting

Panel members will be asked their individual views regarding recommendation and Panel members should try to reach a consensus. No one view will carry more weight than another will. Any dissension from the group should be clearly recorded with any reservations clearly stated.

Where the Panel is evenly balanced with half agreeing to recommend approval and half not and it is not possible to make a positive recommendation, the Panel may either defer for more information or refer the matter to the Agency Decision – Maker. The Agency Decision- Maker will decide whether to approve the item. In complex cases the Decision-maker may want to clarify points with the Chair or the Panel advisor before making a decision.

The following role profile is attached as an Appendix to this document as it relates to a role which is not undertaken by an elected Councillor, but by a layperson who is independent from the Council:

Chair of Standards Committee

Role Profile of the Chair of the Standards Committee

- To chair the Standards Committee in accordance with its terms of reference.
- To chair panels dealing with allegations of breach of the Council's Code of Conduct.
- To foster and maintain a disciplined approach by the Members involved having regard to high standards of behaviour and ethics
- To work with the Council's Monitoring Officer in promoting and supporting standards of behaviour and ethics among all Councillors on KMC and parish and town councils in the area.
- To advise officers on the content of the agenda for Committee meetings.
- To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Committee.
- To ensure that all matters referred to it are dealt with promptly and in accordance with local and national guidance and on an entirely apolitical basis.
- To act as a spokesperson for the Standards Committee.
- To present any reports or findings to the relevant bodies within the Council.
- To establish and maintain the necessary knowledge and understanding of the Council's structures and processes to facilitate this role.

Skills and Knowledge for the Chair of the Standards Committee

Leadership

- Ability to represent the Standards Committee to Members, the community and the media

Chairing

- Advanced chairing skills

Organisational Skills

- Prioritising and managing the work of the Standards Committee including agenda planning and the deployment of available resources

Other Skills

- Assimilating and analysing complex and contradictory information
- Obtaining and weighing up evidence and making decisions based on that evidence

Knowledge

- Broad knowledge of the role and functions of the Council and its members and of its structures and procedures
- Broad knowledge of the role and function of town and parish councils
- A detailed awareness of the national and local importance and role of the Standards Committee, and the role of the Standards Board for England
- An understanding of the Council's Code of Conduct and the constitutional arrangements relating to the Standards Committee

Team Working & Relationship Building

- Relationship building - with the Council's Monitoring Officer, members of the Standards Committee, other councillors, including parish and town councillors, senior officers

Communication

- Advanced listening and questioning skills
- Intermediate presentation skills
- Intermediate public speaking
- Ability to work with the media and to identify when additional support from public relations specialists is required, to ensure the Council is positively represented

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Member Development Steering Group

25 November 2009

Report of the Head of Civic Legal and Democratic Services

Interim Monitor of Member Training and Development Budget

Summary

1. This report summarises the position to date on expenditure against the budget available for Member Training & Development

Background

2. Member Training and Development is allocated an annual budget of £10K from which the following is met:
 - External Trainers fees including travel and accommodation expenses in relation to delivering the core programme of events
 - Individual requests to attend external events and conferences
 - Charges relating to Personal Development Reviews
 - Room hire and catering costs
3. An additional £5K was allocated for this financial year to cover the costs of providing the three main political groups with access to I&DeA mentor support.

Budget Monitoring

4. Annex A to this report shows a breakdown of the estimated spend to March 2010 of £10,107.00.
5. The figures set out in Annex A cover all training agreed under the core programme for 2009/10 and costs associated with Personal Development Reviews.
6. The additional £5K set aside for mentoring is not covered in the calculations set out in Annex A. Mentoring arrangements for the three political groups is well underway and it is expected that the charges will come in slightly under the £5K.

Consultation

17. No consultation has taken place in relation to this report because it is largely for information only and the budget is managed directly by Democratic Services.

Options

18. This report is for information but Members are asked to consider restricting further spending.

Corporate Priorities

19. Ensuring spend on this budget is managed carefully and constructively, contributes to the Council's ambitions to become an Effective Organisation.

Implications

20. There are no known implications associated with the contents of this report other than any financial implications arising from any future potential overspends.

Risk Management

21. In compliance with the Council's risk management strategy, there are no risks associated with the contents of this report other than a failure to manage resources effectively by overspending on the Member Development Budget.

Recommendation

22. Members are asked to:

- (i) Comment on the contents of the report.
- (ii) Agree whether to restrict any further spending under the Member Development Budget in view of the current projections
- (iii) Invite Standards Committee to make a recommendation to Council on the available Member Development Budget

Reason

23. In order to ensure the Council can deliver an effective Member Development Programme.

Contact Details

Author:

Amanda Oxley
Senior Member Support Officer

Dawn Steel
Democratic Services Manager

Chief Officer Responsible for the report:

Alison Lowton
Interim Head of Civic Democratic and Legal
Services

Report Approved

Date 15/112009

Specialist Implications Officer(s)

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None.

Annexes:

Annex A – Breakdown of Estimated spend to March 2010

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Member Development Budget – Estimated Spend to March 2010		
Session Title	Invoiced	To be invoiced
4 Principles of Effective Scrutiny Scrutiny Chairing Skills Crime and Disorder Scrutiny Event	Met from scrutiny budget	
Planning Updates	No cost	
Personal Development Reviews	700.00	300.00
Corporate Parenting	No cost	
Pre-Council Seminar – Science City York	No cost	
Communication Skills Workshop	693.00	
The Gambling Act		300.00
How the council deals with its finances	No cost	
Safeguarding Vulnerable Adults (repeat)	No cost	
Media Skills		1600.00
Pre-Council Seminar – York College	No cost	
Code of Conduct	No cost	
Risk Management Training	No cost	
Distance Learning Workshop	No cost	
Pre-Council Seminar – Future Challenges in Community Leadership		350.00
Working Together – Theatre Workshop		2,600.00
Health & Safety – Corporate Manslaughter	No cost	
Ad-hoc training requests		
Standards Board Conference	890.00	
Leadership Academy Fastrack	95.00	
IdeA Beacons	70.00	
Govnet- ITT Goes Green	149.00	
Govnet- Sustainable Procurement	149.00	
Leadership Academy	315.00	
Leadership Academy	750.00	
Positive Activities for Young People	342.00	
LGIU Scrutiny of Crime & Disorder Pnshps	150.00	
Young Councillor Week-end		150.00
York Creative Symposium	40.00	
Catering/room hire to date	464.00	
	4,807.00	5,300.00

£10,107.00

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