



## **All Elected Members**

Incorporating the Community Leadership role

### **Accountabilities**

- To Full Council
- To the electorate of their ward
- Community groups, eg. Residents Associations, Parish Councils etc

### **Role Purpose and Activity**

#### **Representing and supporting communities**

- To represent ward interests
- To be a channel of communication to the community on council strategies, policies, services and procedures
- To represent individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally
- To liaise with Executive members, other council members, council officers and partner organisations to ensure that the needs of the local communities are identified, understood and supported
- To promote tolerance and cohesion in local communities

#### **Making decisions and overseeing council performance**

- To participate in Full Council meetings, reaching and making informed and balanced decisions, and overseeing Council performance
- To participate in informed and reasoned decision making on committees and panels etc to which they might be appointed
- To promote and ensure efficiency and effectiveness in the provision of council and other public services
- To comply with the Council's Constitution (including Standing Orders governing the conduct of business at meetings)

#### **Representing the Council**

- To represent the Council as appropriate on local and regional outside bodies
- To represent the Council on local partnership bodies, promoting common interest and co-operation for mutual gain
- To represent and be an advocate for the Council on national bodies and at national events

## **Corporate Parenting**

To improve outcomes for looked after childcare and care leavers, as a corporate parent

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

- To promote and support good governance of the Council and its affairs at all times
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support and adhere to respectful, appropriate and effective relationships with employees of the Council
- To adhere to the Members' Code of Conduct, the Constitution, the Protocol on Officer/Member Relations and to promote the highest standards of behaviour in public office

### **Personal development**

- To participate in opportunities for development provided for members by the authority under the Member Development Policy, particularly those identified as core skills. As such to undertake 8 developmental activities in each Municipal Year.

### **Skillset –**

- local leadership
- communication skills
- political understanding

*refer to the I&DeA's Political Skills Framework for more detail*



## **Leader and Deputy Leader**

### **Accountabilities**

- To Full Council
- To nominating Group

### **Role Purpose and Activity**

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

- To be a figurehead for the Council
- To provide leadership in building a political consensus around council policies
- To work with others in building a vision for the Council and community
- To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery

#### **Appointment of the Executive**

- Appoint Executive Members to appropriate portfolios

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

- Represent the Authority to a high standard and provide a strong, competent and eloquent figure to represent the Authority both within the Council and the Community
- Represent the Authority on the Local Government Association General Assembly
- Provide leadership and support local partnerships and organisations , including Local Strategic Partnership (Without Walls)
- Represent the Authority and its interests in regional and national bodies as appropriate.

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

- Fulfil the role of a portfolio holder, having regard to the role purpose and activities, and the powers of an Executive Leader

#### **Manage and lead the work of the Executive**

- Ensure the work of the Executive meets Council policy objectives under its Corporate Strategy
- Advise and mentor other Executive Members in their work.
- To chair meetings of the Executive in line with the Constitution. (In the Leader's absence the Deputy Leader should fulfil this role)
- Be aware of individual and collective performance within the Executive and facilitate appropriate future development, through the Member Development Programme.

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

- To work closely with other cabinet members to ensure the development of effective council policies and the budgetary framework

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for the Council, and the delivery of high quality services to local people.

- To accept collective responsibility and support decisions made by the Executive

### **Ethical Standards and Governance**

- Demonstrate a commitment to high ethical standards of behaviour and governance

### **To work with Scrutiny**

- Support open and transparent scrutiny, encouraging Council, the Executive and statutory partners to work constructively with scrutiny in developing policies and strategies for the future and in improving Council services
- Ensure Executive Members to work collaboratively with Scrutiny Members(including attendance at scrutiny meetings, as requested)

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

- Liaise with the Chief Executive and other appropriate officers on a regular basis
- Work with employees of the Council in relation to the strategic vision and direction of the Council, the management roles of officers and the development of policy issues, showing due care and respect in all relationships as required by the Member Code of Conduct and the Officer/Member Relationship Protocol

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

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

### **Skillset – (in addition to that required by any elected member)**

- partnership working
- regulating & monitoring
- scrutiny & challenge(*being only to identify suitable areas of scrutiny and to respond to challenge from scrutiny but not otherwise to participate in full scrutiny reviews*)

*refer to the I&DeA's Political Skills Framework for more detail*



## **Opposition Group Leader**

### **Accountabilities**

- To Full Council
- To nominating group

### **Role Purpose and Activity**

#### **Contribute political leadership to the Council**

- To be a political figurehead for the Group and be the principal political spokesperson for the Group.
- To provide leadership in building a political consensus, where possible, around council policies
- To work with others in building a vision for the Council and community
- To provide strong, clear leadership in the co-ordination of Group policies and practices

#### **Representing and acting as an Ambassador for the Authority**

- Represent the Authority to a high standard and provide a strong, competent and eloquent figure to represent the Authority on any appointed internal or external bodies, including partnerships.
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#### **Manage and lead the work of the Group**

- Ensure effective communication between party group members, other political groups, officers, the community, other partners and organisations (in accordance with the Member Code of Conduct and the Officer/Member Relations Protocol)
- Provide support and mentoring to fellow Members on the Council, within the Group, as appropriate
- Be aware of individual skills within the Group and facilitate appropriate future development (such as may be required), in accordance with the Member Development Policy and Programme.

#### **Participate in collective decision making**

- To provide, as appropriate, alternatives or amendments to the Council's policies, strategies and budgets, and propose amendments thereto
- To nominate members of his/her group to serve on formal and informal committees, sub groups and, where appropriate, local outside bodies.
- Liaise with the Chief Executive and other appropriate officers on a regular basis in relation to Council business, such as may be necessary, showing due care and respect in all relationships as required by the Member Code of Conduct and the Officer/Member Relationship Protocol

#### **Ethical Standards and Governance**

- Demonstrate a commitment to high ethical standards of behaviour and governance

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### **To work with Scrutiny**

- Support open and transparent scrutiny, encouraging the Group to work constructively with Council, the Executive and statutory partners through scrutiny in developing policies and strategies for the future and in improving Council services
- Coordinate effectively Group requests for scrutiny reviews

### **Skillset –** (in addition to that required by any elected member)

- partnership working
- scrutiny & challenge

*refer to the I&DeA's Political Skills Framework for more detail*



## **Executive Member**

### **Accountabilities**

- To the Leader
- To the Executive (through collective responsibility)
- To Full Council

### **Role Purpose and Activities**

#### **Portfolio leadership**

- Giving political direction to officers working within their portfolios
- Gain the respect of officers within the portfolio; provide support to officers in the implementation of portfolio programmes
- Provide leadership in the portfolio
- Be accountable for choices and performance in the portfolio
- Have an overview of the performance management, efficiency and effectiveness of the portfolio
- Making executive decisions within the Portfolio (in all cases where specific individual responsibilities for making decisions have been delegated by the Executive in the Constitution)

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

- Work closely with the relevant Chief officer to ensure close liaison and a clear understanding of each other's roles
- Work with officers to formulate policy documents both strategic and statutory.
- Provide assistance in working up and carrying through a strategic work programme both political and statutory. Carry out consultations with stakeholders as required.

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

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

#### **Reporting and accounting**

- Report as appropriate to the Leader, Full Council, appropriate chair of Overview and Scrutiny, Regulatory bodies and the media.
- Be the principal group? spokesperson for the portfolio.
- Appear before overview and scrutiny committees in respect of matters within the portfolio, as required.

#### **Take an active part in Executive meetings and decision making**

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

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

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

### **Skillset –** (in addition to that required by any elected member)

- partnership working
- scrutiny & challenge (being only to identify suitable areas of scrutiny and to respond to challenge from scrutiny but not otherwise to participate in full scrutiny reviews)
- regulating & monitoring

*refer to the I&DeA's Political Skills Framework for more detail*





## **Chair of a Regulatory Committee (Planning, Licensing or Gambling Committees)**

### **Accountabilities**

- To Full Council
- To the members of the regulatory committee

### **Role Purpose and Activity**

#### **Provide leadership and direction**

- Provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making
- Ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
- Demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements

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

- Act as an ambassador for the regulatory committee, facilitating understanding of the role
- Act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
- Ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in individual cases/applications before formal committee meetings

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

- Develop the standing and integrity of the committee and its decision making
- understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility
- Promote and support good governance by the Council.
- Act in accordance with the requirements of Council policies governing the function and in the case of planning, the Planning Code of Conduct

#### **Skillset – (in addition to that required by any elected member)**

- regulating & monitoring

*refer to the I&DeA's Political Skills Framework for more detail*



## **Chair of an Overview and Scrutiny Committee**

### **Accountabilities**

- Full Council
- The Public
- External Regulatory Bodies

### **Role purpose & activity**

#### **Hold the Executive to account**

- Develop a constructive critical friend/support relationship with the Executive, Council Management Team and Partners
- Evaluate the validity of executive decisions and challenge inappropriate decisions through agreed processes
- Ensure effective engagement with policy development

#### **Provide leadership and direction**

- Provide confident and effective management of the Committee
- Promote the role of Overview and Scrutiny within and outside the council, liaising effectively both internally within the council and externally with the Council's partners
- Co-ordinate the work of the Committee and development of a work programme
- Ensure the programme takes account of relevant factors such as the forward programmes of the Executive and other committees, corporate priorities and risks, and relevant community issues
- Demonstrate an objective and evidence based approach to Overview and Scrutiny
- Evaluate the impact and added value of Overview and Scrutiny activity and identify areas for improvement

#### **Manage the work programme**

- Act as "gatekeeper", helping to prioritise the Overview and Scrutiny work programme
- Ensure that the work programme is delivered
- Report on progress against the work programme to Council, and others as appropriate
- Liaise with officers, other members, community representatives and partners to resource and deliver the work programme
- Co-ordinate work with other Chairs and share learning

## **Effective meeting management**

- Set agendas containing clear objectives and outcomes for the meeting
- Manage the progress of business at meetings, ensuring that meeting objectives are met, and the code of conduct, standing orders, scrutiny procedural rules and other constitutional requirements are adhered to
- Meet regularly in advance with key officers to ensure the necessary work for the meeting and ongoing issues are in hand
- Ensure that all participants have an opportunity to make an appropriate contribution, in accordance with the scrutiny procedural rules

## **Community leadership**

- Act as a focus for liaison between the council, community and external bodies in relation to the Overview and Scrutiny function
- Build understanding and ownership of the Overview and Scrutiny function within the community
- Identify relevant community based issues for Overview and Scrutiny
- Involve fully external stakeholders for example, service users expert witnesses and partners in Overview and Scrutiny activity

## **Involvement and development of committee members**

- Encourage high performance from all committee members in both committee and task groups, as well as in informal scrutiny activity
- Assess individual and collective performance within the committee and facilitate appropriate future development, through the Member Development Programme.

## **Skillset – (in addition to that required by any elected member)**

- partnership working
- scrutiny & challenge

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