



Member Role Profile

All Councillors

Purpose of Role

- To participate constructively in the good governance of the District.
- To contribute actively to the formation and scrutiny of the Council's policies, budget, strategies, service delivery and performance.
- To represent effectively the interests of their Ward and deal promptly and impartially with constituents' enquiries and representations.
- To champion causes which best relate to the interests and sustainability of the community and campaign for improvement of quality of life in the community in terms of equity, economy and the environment (subject to probity guidelines).
- If and when appointed, to represent the Council on outside bodies.
- To engage in Member development to enhance corporate and personal effectiveness.

Key Tasks

- To fulfil statutory and any additional locally determined requirements of an elected member of a local authority and the Council itself, including compliance with all the relevant codes of conduct and protocols, and participation in those decisions and activities reserved for the full Council (e.g. setting budgets).
- To participate effectively as a Member of any Committee or other body to which the Member is appointed.
- To participate as appropriate in the range of internal and external training courses offered to Members.
- To participate in the activities of any outside body to which the Councillor is appointed, providing two-way communication between the organisations and Council. To develop and maintain a working knowledge of the Council's policies and practices in relation to that body and the community's needs and functions.
- To participate in the scrutiny or performance reviews of the Council services, including where the Council so decides, the scrutiny of

policies and budget, and their effectiveness in achieving the strategic objectives of the Council.

- To participate, as appointed, in consultative processes with the community and other organisations.
- To represent the community to the Council and vice-versa through all appropriate means e.g. contributing to the work of local parish councils, town forum or other local representative organisations.
- To develop and maintain a working knowledge of the Council's services, management arrangements, powers/duties, and constraints and to develop good working relationships with relevant Council officers.
- To contribute constructively to open government and democratic renewal through active encouragement to the community to participate generally in the government of the area.
- To participate in the activities of any political group on the Council to which the Member belongs.



Member Role Profile

Leader

Purpose of Role

- To provide visible political leadership and accountability in relation to citizens, stakeholders and partners in the overall co-ordination of Council policies, strategies and service delivery.
- To lead Cabinet in its work to develop the policy framework and budget and to take political control of the Council within an agreed policy framework.
- To promote and contribute actively to the formulation, and respond to the scrutiny of, the Authority's policies, budget, strategies and service delivery.
- To lead the development of the Council's local and strategic partnerships and contribute to wider policy forums with a direct bearing on the work of the Council.

Key Tasks

- To provide leadership to the Council and its political administration and to be overall politically accountable for its policies and performance.
- To appoint members of Cabinet, determine portfolios and approve the scheme of delegation of executive functions.
- To represent the Council in the community and in discussions with such regional, national and international organisations and others to pursue matters of interest to the Council and its communities.
- To direct, manage and chair meetings of the Cabinet and to take responsibility, individually and/or collectively for any specific portfolio, including providing a political lead in proposing new policy, strategy, budget and service standards, as well as acting as spokesperson for the Council.
- To provide policy leadership to the Council.
- As a Cabinet member to share in undertaking executive responsibility for developing and proposing overall strategy, budget, policy arrangements and service reviews.
- To participate in performance or scrutiny reviews of services, if appropriate.
- To provide the policy lead for the political group(s) providing the Council's political administration and to act as lead spokesperson for that Group.
- To be in regular contact with the Chief Executive, Directors and other relevant senior officers to consider and recommend action within approved policies and strategies.

- To ensure regular contact with, and timely provision of, appropriate information to other Group Leaders, non-Cabinet Members, community representatives and other local stakeholders and to take account of their views in shaping recommendations on policies, strategies and budgets.
- To maintain professional working relationships and establish mutual respect with all members and officers.
- To have overall political responsibility for the preparation, publication and management of the Council's Forward Plan.
- To nominate (or make arrangements for others to nominate) members of his/her group to serve on formal and informal committees, sub groups and, where appropriate, local outside bodies.
- To make decisions under any delegated powers set out in the Council's Constitution, Part 3 – Responsibility for Functions, Section 3 and act as a consultee for officers carrying out delegated decisions as required by any minute or under Section 6 of Part 3.



Member Role Profile

Deputy Leader

Purpose of Role

- To assist the Leader of the Council.

Key Tasks

- To assist the Leader in the formal processes and matters of leadership of the Council, including developing overall strategy, budgets, policy arrangements and service reviews, and representing the Council in the community and in discussions with strategic partners and at wider policy forums with a direct bearing on the Council.
- To participate in scrutiny or performance reviews of services, if appropriate.
- To represent the Council and the political administration in the community and elsewhere as required by the Leader.
- In the absence of the Leader, to chair meetings of the Cabinet.
- To deputise for the Leader in his/her absence, including making decisions under any delegated powers set out in the Council's Constitution, Part 3 – Responsibility for Functions, Section 3 and acting as a consultee for officers carrying out delegated decisions as required by any minute or under Section 6 of Part 3.



Member Role Profile

Principal Opposition Group Leader

Purpose of Role

- To ensure effective, positive and constructive opposition to the Council's political administration.

Key Tasks

- To provide the policy lead to the largest minority political group providing the Council's formal opposition.
- To arrange for and co-ordinate officer advice to his/her Group subject to the provisions of the Member/Officer Protocol.
- To attend appropriate meetings of the Local Government Association and any other similar organisation.
- To provide, as appropriate, alternatives or amendments to the Council's policies, strategies and budgets, and propose amendments thereto.
- To be the main spokesperson for the principal minority group.
- To ensure effective communication between party group members, other political groups, officers, the community, other partners and organisations.
- To nominate members of his/her group to serve on formal and informal committees, sub groups and, where appropriate, local outside bodies.



Member Role Profile

Minority Group Leader

Purpose of Role

- To ensure effective, positive and constructive opposition to the Council's majority party.

Key Tasks

- To provide the policy lead to a minority political group forming part of the Council's formal opposition.
- To arrange for and co-ordinate officer advice to his/her Group subject to the provisions of the Member/Officer Protocol.
- To attend appropriate meetings of the Local Government Association and any other similar organisation.
- To provide, as appropriate, alternatives or amendments to the Council's policies, strategies and budgets, and propose amendments thereto.
- To act as the main spokesperson for that minority group.
- To ensure effective communication between party group members, other political groups, officers, the community, other partners and organisations.
- To nominate members of his/her group to serve on formal and informal committees, sub groups and, where appropriate, local outside bodies.



Member Role Profile

Portfolio Holder

Purpose of Role

- To take responsibility within the Cabinet for a portfolio of services or functions of the Council relating to those matters in the portfolio.
- To contribute actively, through the portfolio and membership of the Cabinet, to the formation of the Council's policies, budget, strategies and service delivery.

Key Tasks

- To participate in the Cabinet and take responsibility and accountability for any portfolio allocated by the Council, including providing a lead and proposing new policy, strategy, programming, budget and service standards, and, where appropriate, leading performance reviews.
- To have a clear and full understanding of the respective portfolio, the scope and range of the relevant services for which he/she is responsible and an awareness of current agreed policies in respect of those services.
- To consult and communicate with all Members of the Council, Council officers and key partners, as appropriate, to ensure that decisions are well informed and that Council policies are widely understood and positively promoted.
- To act as spokesperson within and outside the Council for the matters within the portfolio, including ensuring links between the Council and national and regional bodies.
- To have responsibility for liaison with Directors and other senior officers responsible for the services within the portfolio.
- To answer and account to the Council, scrutiny committees and the community for matters within the portfolio.
- In the absence of another Portfolio Holder and at the request of the Leader, to carry out the duties of another specific Portfolio Holder.
- To make decisions under any delegated powers set out in the Council's Constitution, Part 3 – Responsibility for Functions, Section 3 and act as a consultee for officers carrying out delegated decisions as required by any minute or under Section 6 of Part 3.



Member Role Profile

Chairman of The Overview and Scrutiny Committee

Purpose of Role

- To chair meetings of The Overview and Scrutiny Committee and hold specific responsibility for co-ordinating (with the appointed Scrutiny Leads) the programming and direction of scrutiny reviews or policy reviews undertaken by scrutiny committees and/or Informal Scrutiny Groups (ISGs), accessing professional advice, where appropriate, and the assembly and presentation to Cabinet of reports (including minority reports, where necessary).

Key Tasks

- To chair The Overview and Scrutiny Committee and develop and maintain a working knowledge of the practices, procedures, services and functions which fall within the Committee's terms of reference.
- To propose a Scrutiny Programme, drawn up in consultation with Councillors and senior officers, to achieve a balance of service interests and broad coverage of Council services over time.
- To lead the investigation of policy proposals referred to The Overview and Scrutiny Committee by the Cabinet or Council, in particular by leading the Committee in obtaining preliminary background information, selecting witnesses and determining whether evidence is to be given orally or in writing, and in determining a timetable for investigation.
- To lead on identifying cross-cutting strategy issues and ensure a corporate approach to appropriate scrutiny in such areas.
- To take a lead role in scrutinising policy decisions taken by the Cabinet, in particular by inviting relevant Cabinet Members to attend meetings of the Committee, co-ordinating the questions to be asked, submitting in advance a list of the issues to be discussed or requests for detailed information, and providing a summary of the discussion and progress made.
- Within the Terms of Reference of The Overview and Scrutiny Committee, to take a lead role in scrutinising the decision of officers, following a similar approach to the above.
- In partnership with the appropriate senior officers, to oversee the preparation of the agenda for committee meetings.
- To meet regularly with relevant officers to ensure the receipt of appropriate independent advice to inform effective scrutiny.

- To ensure regular contact with non-Cabinet Members, community representatives and local stakeholders to inform effective scrutiny of policies, strategies, budgets and performance.
- To oversee publication of scrutiny reports, the Scrutiny Work Programme, plans and statements to Council and elsewhere.
- To present the Annual Scrutiny Report to full Council regarding the effectiveness of the work undertaken by The Overview and Scrutiny Committee and the Informal Scrutiny Groups.
- To take a Member lead in providing advice to the appropriate Director to ensure that the annual budget for additional project assistance and the use of dedicated audit days are both used effectively, if and when necessary.
- To consider whether or not any Key Decisions in the Forward Plan:-
 - (a) need to be considered by The Overview and Scrutiny Committee whether the report is circulated within the statutory deadline or not, or
 - (b) if the report has been circulated outside the statutory deadline for reasons of urgency, whether Cabinet can consider that matter or whether it will have to be deferred, or another meeting of Cabinet arranged with proper notice.
- To undertake such other meetings as are necessary for effective and efficient functioning of the Committee within its terms of reference.
- To consider the training requirements of Members of the Committee and arrange for suitable briefings or training sessions (to which other Members of Council may be invited) as appropriate.



Member Role Profile

Lead Member of an Informal Scrutiny Group

Purpose of Role

- To lead the Group's activities in relation to those functions covered by the Terms of Reference of the Group.
- To ensure that the Group deals with its functions in a fair and proper manner having regard to the Council's policies and the relevant statutory provisions.

Key Tasks

- To discuss with the relevant officers how the Group will conduct its business, including: agreeing draft terms of reference; a calendar of meetings and an outline of the business to be conducted at each meeting; and the likely list of representatives the Group would wish to interview as part of its review.
- To chair meetings of the Group.
- To liaise with the Chairman of The Overview and Scrutiny Committee regarding particular issues and the scrutiny function in general, and to participate in the production of the Scrutiny Work Programme.
- To work with the Chairman of The Overview and Scrutiny Committee and the other Scrutiny Leads in suggesting suitable topics of scrutiny or policy review for incorporation into the Scrutiny Work Programme.
- To liaise with the relevant Portfolio Holder(s) regarding scrutiny issues and to invite them to attend and address the Group where that would be appropriate and helpful to the review process.
- To ensure that appropriate mechanisms are put in place to measure the efficiency and quality of the arrangements for dealing with the functions of the Group.
- To ensure, as far as possible, that all members of the Group take full and proper account of the relevant legislative and probity framework in setting any policies, regulations, protocols and processes and in the determination of any matters brought before the Committee.
- To ensure, as far as possible, that the members of, and officers serving, the Group comply with the rules relating to the declaration of interests.
- To work with officers serving the Group to produce a final report which sets out clear and focussed recommendations for consideration by The Overview and Scrutiny Committee and Cabinet.



Member Role Profile

Chairman of Planning Committee

Purpose of Role

- To lead the Council's activities in relation to those functions covered by the Terms of Reference of the Committee.
- To ensure that the Committee deals with its functions in a fair and proper manner having regard to the Council's policies and the relevant statutory provisions.

Key Tasks

- To chair meetings of the Committee.
- To ensure, in relation to each function of the Committee, that appropriate processes are adopted to enable the Committee to undertake its functions in a fair and even-handed manner, having regard to the Council's policies and protocols.
- To liaise with the relevant Portfolio Holder regarding the preparation, alteration and adoption of the Local Development Framework.
- To ensure, as far as possible, that all members of the Committee take full and proper account of the relevant legislative and probity framework in setting any policies, regulations, protocols and processes and in the determination of any applications brought before the Committee.
- To ensure that appropriate mechanisms are put in place to measure the efficiency and quality of the arrangements for dealing with the functions of the Committee.
- To ensure, as far as possible, that the members of the Committee comply with the rules relating to the declaration of interests.
- To ensure that appropriate training programmes and seminars are arranged to enhance Members' knowledge and their ability to carry out the Committee's functions effectively.



Member Role Profile

Chairman of Licensing and Regulation Committee

Purpose of Role

- To lead the Council's activities in relation to those functions covered by the Terms of Reference of the Committee.
- To ensure that the Committee deals with its functions in a fair and proper manner having regard to the Council's policies, the relevant statutory provisions and the rules of natural justice.

Key Tasks

- To chair meetings of the Committee.
- To ensure, in relation to each function of the Committee, that appropriate policies, regulations, protocols and processes are adopted to enable the Committee to undertake its functions in a fair and even-handed manner.
- To ensure, as far as possible, that all members of the Committee take full and proper account of the relevant legislative and probity framework in setting any policies, regulations, protocols and processes and in the determination of any applications brought before the Committee.
- To ensure that appropriate mechanisms are put in place to measure the efficiency and quality of the arrangements for dealing with the functions of the Committee.
- To ensure, as far as possible, that the members of the Committee comply with the rules relating to the declaration of interests.
- To take the lead in setting the Committee's fees and charges.
- To ensure that appropriate training programmes and seminars are arranged to enhance Members' knowledge and their ability to carry out the Committee's functions effectively.



Member Role Profile

Chairman of Standards Committee

Purpose of Role

- To lead the Council's activities in relation to those functions covered by the Terms of Reference of the Committee.
- To ensure that the Committee deals with its functions in a fair and proper manner having regard to the Council's policies, the relevant statutory provisions and guidance from the Department of Communities and local Government.

Key Tasks

- To chair meetings of the Committee.
- To ensure, in relation to each function of the Committee, that appropriate policies, regulations, protocols and processes are adopted to enable the Committee to undertake its functions in a fair and even-handed manner.
- To ensure, as far as possible, that all Members of the Committee take full and proper account of the relevant legislative and probity framework in setting any policies, regulations, protocols and processes in relation to the functions of the Committee.
- To liaise with the Monitoring Officer and maintain an overview regarding current issues related to the Code of Conduct or emerging guidance from the Government.
- To ensure that appropriate mechanisms are put in place to measure the efficiency and quality of the arrangements for dealing with the functions of the Committee.
- To ensure, as far as possible, that the members of the Committee comply with the rules relating to the declaration of interests.
- To take the lead in promoting and maintaining high standards of conduct by Members and co-opted members.
- To ensure that appropriate training programmes and seminars are arranged to enhance Members' knowledge and their ability to carry out the Committee's functions effectively.



Member Role Profile

Chairman of Personnel Committee

Purpose of Role

- To lead the Council's activities in relation to those functions covered by the Terms of Reference of the Committee.
- To ensure that the Committee deals with its functions in a fair and proper manner having regard to the Council's policies and the relevant statutory provisions.

Key Tasks

- To chair meetings of the Committee.
- To ensure, in relation to each function of the Committee, that appropriate policies, regulations, protocols and processes are adopted to enable the Committee to undertake its functions in a fair and even-handed manner.
- To ensure, as far as possible, that all members of the Committee take full and proper account of the relevant legislative and probity framework in setting any policies, regulations, protocols and processes and in the determination of any applications brought before the Committee.
- Within the Terms of Reference of the Personnel Committee, to take an overview of the staff establishment and liaise closely with senior officers regarding significant changes to that establishment and/or conditions of employment.
- To ensure that appropriate mechanisms are put in place to measure the efficiency and quality of the arrangements for dealing with the functions of the Committee.
- To ensure, as far as possible, that the members of the Committee comply with the rules relating to the declaration of interests.
- To take the lead in commenting to Cabinet upon the Committee's budgets and putting effective budget monitoring procedures in place.
- To ensure that appropriate training programmes and seminars are arranged to enhance Members' knowledge and their ability to carry out the Committee's functions effectively.



Member Role Profile

The Mayor as Chairman of the Council

Purpose of Role

- To chair meetings of full Council.
- To ensure that the Council deals with its functions in a fair and proper manner having regard to the Council Procedure Rules set out in the Constitution.
- To generally provide a politically neutral view and act as the conscience of the Council.

Key Tasks

- To chair meetings of the Council in a manner that ensures that business can be carried out efficiently and with regard to the rights of Members and the interests of the community.
- To uphold and promote the purposes of the Constitution and to interpret the Constitution where necessary.
- To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and a place at which Members who are not on Cabinet are able to hold Cabinet to account.
- To promote public involvement in the Council's activities.



Member Role Profile

Group Manager

Purpose of Role

- To undertake the administration of the political group.

Key Tasks

- To arrange regular meetings of the Group, including agenda preparation, booking of venues, chairmanship, minute-taking and circulation of decisions.
- To ensure that the Group remains fully briefed on relevant Council issues.
- To ensure effective communication between party group members, other political groups, officers, the community, other partners and organisations.
- To assist the Leader of the group in filling committee placings and suitable representatives on outside bodies.
- To act as source of information for new members of the group, suggesting appropriate training.