

# **Member Role Descriptions and Person Specifications**

## Background

This is a set of role descriptions and person specifications for the Elected Members of Derby City Council. It has been commissioned by the Members' Services Working Party, the cross-party group responsible for Member Development, in response to the report produced by the LG-EM Member Development Charter Diagnostic Team in December 2009. It forms part of the Member Development Policy Statement and is distributed to all existing Members. It is included in the New Member Induction Pack and can be available to prospective candidates.

The role descriptions set out the responsibilities and functions of the role of the elected member. The person specifications describe the qualities and skills required of the Member in the role and are particularly helpful when considering Personal Development Plans.

Where Members undertake more than one role, it is anticipated that role descriptions would be combined. For example: A Chair of an Overview and Scrutiny Commission would be expected to undertake the role of:

- Elected member
- Overview and Scrutiny Member
- Overview and Scrutiny Chair

The set covers the following roles:

Elected Member  
Leader  
Cabinet Member  
Mayor  
Chair of a regulatory committee  
Member of a regulatory committee  
Chair of an Overview and Scrutiny Commission  
Member of an Overview and Scrutiny Commission  
Leader of the Opposition  
Member Champion

The document can continue to be developed and reviewed, for instance to expand on the generic 'regulatory committee' to produce specific descriptions and specifications for Planning Control, Licensing and Audit Committees.

The document begins with a general statement about 'the effective councillor', before detailing the specific roles listed above.

The document has been produced by researching existing work done in this field and acknowledgements are due to I&DeA, the Welsh LGA, Stoke City Council, Sunderland City Council and members of the LG-EM Member Development Network.

**Councillors are effective as Community Leaders:**

- When they act as honest brokers or intermediaries between citizen, community, the Council and external partners
- When they take action to improve the quality of life of people in their communities
- When they act as champions and representatives of each and every resident
- When they investigate and resolve resident's problems effectively, or explain to them why they cannot be solved
- When they are well informed, know their area and are clear about local priorities

**Councillors are effective in a corporate role:**

- When being effective ambassadors for the Council in their communities
- When reflecting the community's feedback and views in Council decision making processes, to make policies and services more responsive
- When making objective and informed decisions that balance local needs and priorities with those of the wider area or City
- When representing the Council's interests in local partnership working
- When acting in the best interests of the community as a whole

**Councillors contribute to Scrutiny and challenge:**

- By ensuring that policies impact on communities as they were intended
- By providing constructive feedback to improve service quality
- By monitoring performance and progress and intervening whenever necessary to promote improvement

**Councillors communicate effectively with all elements of their community:**

- By knowing their community and all its main elements
- By communicating with them in most appropriate ways
- By being good listeners
- By consulting with the community on matters which affect them
- By providing regular feedback to their communities
- By providing good 'community intelligence' to support policy, practice and service development

**Councillors work effectively with others to 'get things done'**

- By being aware of the main people and organisations who have a role to play in making their neighbourhoods 'work'
- By building positive, practical relationships with partners
- By bringing the community, partner agencies and others together, to solve problems and take opportunities
- By making sure that the community is fully engaged in planning and action

**Councillors need to be**

- Active
- Effective
- Accessible
- Visible
- Good communicators
- Fair
- Honest
- Trusted
- 'e-enabled' and IT literate

## **Elected Member Role Description**

### **Accountabilities**

To Full Council  
To the electorate of their ward

### **Role Purpose and Activity**

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

To represent ward interests  
To be an advocate for the Council in the ward and communities they serve  
To be a channel of communication to the community on council strategies, policies, services and procedures  
To take an active role in the Neighbourhood Board and Forum and to chair them when elected to do so  
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 performance  
To participate in informed and balanced decision making on committees, commissions and panels to which they are appointed  
To adhere to the principles of democracy and collective responsibility in decision making  
To promote and ensure efficiency and effectiveness in the provision of council and other public services

#### **Representing the Council (subject to appointment)**

To represent the Council on local outside bodies as an appointee of the Council  
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

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

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

#### **Personal and role development**

To participate in opportunities for development provided for Members by the authority

### **Values**

To be committed to the vision of the Council, 'to make Derby a city for all, through strong leadership and excellent customer focused services' and to the seven principles in public life being:

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

#### Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

#### Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

#### Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

#### Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

#### Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

#### Leadership

Holders of public office should promote and support these principles by leadership and example.

### **Elected Member Person Specification**

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

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

Good advocacy skills  
Interpersonal skills  
Integrity and the ability to set aside own views and act impartially  
The ability to present relevant and well reasoned arguments  
Good communication skills

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

Knowledge and understanding of meetings law, rules and conventions  
An understanding of strategic, policy and service contexts for decisions  
The ability to challenge ideas and contribute positively to policy development

#### **Representing the Council (subject to appointment)**

Good public speaking and presentation skills  
The ability to persuade others and act with integrity  
The ability to reconcile the interests of the organisation and the Council

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

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

#### **Personal and role development**

An ability to assess personal and role development needs  
Desire and skills to participate in development

## **Leader (and Deputy) Role Description**

### **Accountabilities**

To Full Council  
The Public

### **Role Purpose and Activity**

#### **Providing political leadership to the Council**

To be a political figurehead for the Council; to be the principal political spokesperson for the Council  
To provide leadership in building a political consensus around council policies  
To form a vision for the Council and community  
To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery

#### **Appointing the Cabinet**

To designate the appropriate portfolios  
To appoint appropriate elected members to each portfolio  
To allocate cabinet members to roles with regard to their abilities.  
To designate the Deputy Leader.

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

To represent the Authority to a high standard. Provide a strong, competent and eloquent figure to represent the Authority both within the City and at external bodies.  
To represent the Authority on appropriate regional and national local government organisations.  
To provide leadership and support local partnerships and organisations.

#### **Providing leadership within the portfolio**

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

#### **Managing and leading the work of the Cabinet and chairing meetings**

To ensure the effective running of the Cabinet by managing the forward work programme and ensuring its continuing development.  
To ensure the work of the Cabinet meets national policy objectives.  
To advise and mentor other cabinet members in their work.  
To chair meetings of the Cabinet in line with the Constitution.  
In the Leader's absence the Deputy Leader should fulfil this role.

#### **Participating in the collective decision making of the Cabinet**

To work closely with other cabinet members to ensure the development of effective council policies and the budgetary framework for the Council, and the delivery of high quality services to local people.  
To accept collective responsibility and support decisions made by the Cabinet once they have been made.

#### **Working with officers to lead the organisation**

To liaise with the Chief Executive, and other appropriate officers, on a regular basis  
To work with employees of the Council in relation to the strategic vision and the direction of Council, the management roles of officers and the development of policy issues.

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

To give leadership to Derby City Partnership 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

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

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

### **Values**

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

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

### **Deputy Leader**

To fulfil the duties of the Leader in his or her absence  
To assist the Leader in specific duties as required

### **Leader Person Specification**

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

#### **Providing political leadership to the Council**

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

#### **Appointing the Cabinet**

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

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

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

#### **Providing leadership within the portfolio**

The skills necessary for a cabinet member to fulfil their role.

### **Managing and leading the work of the Cabinet and chairing meetings of the Cabinet**

An understanding of the Cabinet procedure rules  
Skills to Chair meetings, including encouraging participation from all members.  
A knowledge and understanding of national policy objectives  
An overview of the work being carried out by cabinet members.

### **Participating in the collective decision making of the Cabinet**

The ability to constructively challenge decisions and suggest alternatives

### **Working with officers to lead the organisation**

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

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

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

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

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



## **Cabinet Member Role Description**

### **Accountabilities**

To the Leader  
To the Cabinet (through collective responsibility)  
To Full Council

### **Role Purpose and Activities**

#### **Providing portfolio leadership**

To give political direction to officers working within the portfolio  
To gain the respect of officers within the portfolio; provide support to officers in the implementation of portfolio programmes  
To provide leadership in the portfolio  
To liaise with the appropriate scrutiny chair and receive scrutiny reports as required  
To be accountable for choices and performance in the portfolio  
To have an overview of the performance management, efficiency and effectiveness of the portfolio  
To make executive decisions within the Portfolio

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

To work with officers to formulate policy documents both strategic and statutory. Ensure that the political will of the majority is carried to and through the Cabinet. To provide assistance in working up and carrying through a strategic work programme both political and statutory. Carry out consultations with stakeholders as required. Make sure that the portfolio's forward work programme is kept up to date and accurate.

#### **Providing representation for the portfolio**

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

#### **Reporting and accounting**

To report as appropriate to the Leader, Full Council, Cabinet, appropriate chair of scrutiny, regulatory bodies and the media.  
To be the principal political spokesperson for the portfolio.  
To appear before scrutiny commissions in respect of matters within the portfolio.

#### **Taking an active part in cabinet 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

#### **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

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

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

## **Values**

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

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

## **Cabinet Member Person Specification**

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

### **Portfolio leadership**

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

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

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

### **Providing representation for the Portfolio**

Public speaking skills  
Good presentation skills

### **Reporting as appropriate**

High level communication skills

### **Taking an active part in cabinet meetings and decisions**

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

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

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

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

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

## **Mayor Role Description**

### **Accountabilities**

Full Council

### **Role Purpose and Activity**

#### **Acting as a symbol of the Council's democratic authority**

As the ceremonial head of the Council, to be non-party political and uphold the democratic values of the Council  
To represent the Council at civic and ceremonial functions

#### **Chairing Council meetings**

To preside over meetings of the Council, so that its business can be carried out efficiently  
To ensure the Council conducts its meetings in line with the Council's Constitution and its Procedure Rules

#### **Upholding and promoting the Council's Constitution**

To ensure the Constitution is adhered to and, if necessary, to rule on the interpretation of the Constitution

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

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

### **Values**

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

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

## **Deputy Mayor**

To fulfil the duties of the Mayor in his or her absence  
To assist the Chair in specific duties as required

This Role Description describes the duties of the Mayor in presiding over Council Meetings. It does not provide the detail of the wider ambassadorial or ceremonial responsibilities required of the Mayor, which are detailed in a separate Civic Handbook.

## **Mayor Person Specification**

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

#### **Acting as a symbol of the Council's democratic authority**

Good public speaking skills  
An in-depth understanding of role of Chair

**Chairing Council meetings**

Skills to chair meetings, to ensure business is carried out effectively and all those attending participate  
An understanding of the Council's Procedure Rules

**Upholding and promoting the Council's Constitution**

An understanding of the Council's Constitution  
An understanding of when to seek the advice of the Monitoring Officer on issues relating to the Constitution

**Internal governance, ethical standards and relationships**

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

**Work programming**

The ability and discipline to plan and manage work programmes

## **Chair of a Regulatory Committee Role Description**

### **Accountabilities**

To Full Council  
To the members of the regulatory committee

### **Role Purpose and Activity**

#### **Providing leadership and direction**

To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making  
To ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process  
To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements  
To delegate actions to sub committees as appropriate

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

To act as an ambassador for the regulatory committee, facilitating understanding of the role  
To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly  
To 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**

To develop the standing and integrity of the committee and its decision making  
To understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility  
To promote and support good governance by the Council.

### **Values**

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

Openness and transparency  
Honesty and integrity  
Tolerance and respect  
Equality and fairness  
Appreciation of cultural differences  
Sustainability

## **Chair of Regulatory Committee Person Specification**

**To fulfil his or her role as set out in the role description, an effective regulatory committee chair requires:**

#### **Providing leadership and direction**

Ability to conduct meetings to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused  
Understanding of the Council's role and ability to ensuring that stake holders are aware of that role  
Communication skills  
Knowledge of local issues  
Ability to manage the work of the committee  
Ability to support and develop necessary skills in fellow members of the committee

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

Understanding and appreciation of the regulatory framework  
Ability to inspire and enthuse committee members for the work of the committee  
Integrity and the ability to set aside own views and act impartially  
Knowledge and understanding of the relevant code(s) of conduct and protocols and the ability to champion them

**Internal governance, ethical standards and relationships**

Knowledge and understanding of the Code of Conduct(s) and protocols  
Knowledge of and commitment to the values of the Council

## **Member of a Regulatory Committee Role Description**

### **Accountabilities**

To Full Council  
To the Chair of the regulatory committee

### **Role purpose and activity**

#### **Understanding the nature of the regulatory committee and quasi-judicial decision making**

To be aware of the quasi-judicial nature of regulatory committee decision making  
To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee  
To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases/applications before the committee

#### **Participating in meetings and making decisions**

To participate effectively in meetings of the regulatory committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision making  
To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements

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

To ensure the integrity of the committee's decision making and of his/ her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements  
To promote and support good governance by the Council  
To understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility

### **Values**

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

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

## **Regulatory Committee Member Person Specification**

**To fulfil his or her role as laid out in the role/job description, an effective member of a regulatory committee requires the following:**

#### **Understanding the nature of the regulatory committee and quasi-judicial decision making**

Integrity and the ability to set aside own views and act impartially  
Knowledge of law, policy and procedures for that regulatory/quasi judicial area  
Maintenance of knowledge  
Objectivity and judgement

#### **Participating in meetings and making decisions**

Ability to listen and to consider and respect the views of other contributors  
Good public speaking skills  
Good advocacy skills

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

Knowledge and understanding of the Code of Conduct(s) and protocols  
Knowledge of and a commitment to the values of the Council

## **Overview and Scrutiny Chair Role Description**

### **Accountabilities**

Full Council  
The Public

### **Role purpose & activity**

#### **Providing leadership and direction**

To provide confident and effective management of the member team  
To 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  
To demonstrate an objective and evidence based approach to overview and scrutiny  
To evaluate the impact and added value of overview and scrutiny activity and identify areas for improvement

#### **Managing the work programme**

To develop a balanced work programme of the committee which includes pre decision scrutiny, policy development and review, investigative scrutiny, and holding the executive to account including performance monitoring  
To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues  
To ensure that the work programme is delivered  
To report on progress against the work programme to Council, and others as appropriate  
To liaise with officers, other members and community representatives to resource and deliver the work programme

#### **Effective meeting management**

To set agendas containing clear objectives and outcomes for the meeting  
To manage the progress of business at meetings, ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to  
To ensure that the necessary preparation is done beforehand  
To ensure that all participants have an opportunity to make an appropriate contribution

#### **Community Leadership**

To act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function  
To build understanding and ownership of the overview and scrutiny function within the community  
To identify relevant community based issues for scrutiny  
To promote the full involvement of external stakeholders for example, service users expert witnesses and partners in scrutiny activity

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

To encourage effective contributions from all committee members in both committee and task and finish groups  
To assess individual and collective performance within the committee and facilitate appropriate development  
To champion the importance of learning and development

### **Values**

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



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

### **Overview and Scrutiny Chair Person Specification**

**To fulfil his or her role laid out in the role description an effective Scrutiny Chair requires:**

#### **Providing leadership and direction**

Understanding of council role and functions  
Understanding of role of scrutiny, terms of reference for the commission, role of chair, and other aspects of the democratic arrangements  
Understanding of member support functions  
Understanding of council priorities and risks  
Ability to develop work programmes  
Understanding of community issues  
Objectivity  
Negotiation and consensus building  
Ability to build constructive and 'critical friend' relationships with the Executive

#### **Managing the work programme**

Ability to manage projects and resources  
Ability to manage people  
Ability to prioritise  
Ability to report progress to different groups in different styles

#### **Effective meeting management**

Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements  
Ability to chair meetings effectively, managing the agenda and progressing business  
Ability to facilitate effective discussions  
Ability to listen and question effectively

#### **Community leadership**

Understanding of the community leadership role  
Knowledge of local issues and expectations  
Ability to work effectively with all members of the community and build understanding and ownership of scrutiny  
Knowledge of the individuals and organisations in the community especially those traditionally excluded

#### **Involving and developing of commission members**

Understanding of the role and skills of the scrutiny commission and its individuals  
Ability to support members and the commission in assessing their performance  
Ability to identify any training and development needs and Champion and participate in appropriate learning and development

## **Overview and Scrutiny Member Role Description**

### **Accountabilities**

Chair of the appropriate scrutiny committee  
Full Council  
The public

### **Role purpose & activity**

To participate fully in the activities of the Overview and Scrutiny Committee, the development and delivery of its work programme and any associated task and finish groups

### **Reviewing and developing policy**

To assist in the creation, development, improvement and refinement of council policy  
To challenge policies on a sound basis of evidence for example against legislation or local political priority  
To assess impact of existing policy

### **Holding the Executive to Account, Monitoring performance and service delivery**

To monitor the performance of internal and external providers against standards and targets including questioning of executive and senior officers over time  
To contribute to the identification and mitigation of risk  
To investigate and address the causes of poor performance  
To evaluate the validity of executive decisions and challenging decisions through call in where appropriate

### **Promoting the work of Overview and Scrutiny**

To promote the role of overview and scrutiny within and outside the council, developing effective internal and external relationships  
To demonstrate an objective and evidence based approach to overview and scrutiny  
To add value to the decision making and service provision of the authority through effective scrutiny

### **Community leadership**

To use scrutiny as a means to address community issues and engage the public  
To encourage stakeholders to participate in the work of the authority  
To develop locally viable and acceptable policy solutions  
To build a dialogue around priorities, objectives and performance, among communities and stakeholders

### **Meeting participation**

To make adequate and appropriate preparation for meetings through research and briefings  
To participate in a proactive, informed and effective manner taking account of the Code of Conduct, Standing Orders and other constitutional requirements

### **Values**

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

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

## **Scrutiny Member Person Specification**

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

### **Participating fully in the activities of the scrutiny function**

Full understanding of the scrutiny remit and role, and terms of reference for their own committee and others  
Understanding of member support functions  
Willingness to work within the guidance of the chair  
Willingness to undertake training as necessary

### **Reviewing and developing policy**

Knowledge of and ability to evaluate existing policy  
Understanding of best practice  
Understanding of national and local legislative and policy context

### **Monitoring performance and service delivery and holding the executive to account**

Understanding of the principles and practice of performance management  
Understanding of council's performance management arrangements  
Ability to analyse data and challenge performance  
Understanding of arrangements for call in

### **Promoting the work of scrutiny**

Ability to negotiate and build consensus  
Ability to act objectively and on the basis of evidence

### **Community leadership**

An understanding of the community leadership role  
Knowledge of local issues and expectations  
Ability to work effectively with all members of the community and build understanding and ownership of scrutiny  
Knowledge of the individuals and organisations in the community especially those traditionally excluded

### **Meeting participation**

Ability to interpret information and data from a range of sources  
Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements  
Ability to participate in meetings including effective listening, questioning and speaking

## **Leader of the Opposition Role Description**

### **Accountabilities**

To the nominating group within the constitution

### **Role Purpose and Activity**

#### **Providing political leadership for an opposition group**

To be a political figurehead for the opposition group; to be the principal political spokesperson for the Council's opposition.

To provide leadership in the constructive challenge of the Council's policies

To constructively challenge the vision for the Council and community where appropriate

To provide strong, clear leadership in the co-ordination of alternative policies, strategies and service delivery

#### **Representing the Authority's opposition**

To represent the Opposition Group to a high standard; providing a strong, competent and eloquent figure to represent the opposition within the Authority.

To represent the Council on external bodies

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

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

To provide community leadership and promote active citizenship

To promote and support open and transparent government

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

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

### **Values**

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

Openness and transparency

Honesty and integrity

Tolerance and respect

Equality and fairness

Appreciation of cultural difference

Sustainability

Inclusive leadership

Consensus building

## **Role of the Deputy Leader of the Opposition**

To fulfil the duties of the Leader in his or her absence

To assist the Leader in specific duties as required

## **Leader of the Opposition Person Specification**

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

#### **In providing political leadership for the opposition group**

Knowledge of community strengths, areas of improvement and key issues.

An understanding of the relationship between national and local politics

Have a good strategic awareness of issues facing the Council

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

An ability to challenge different strategies, policies and operations

#### **In representing the Authority's opposition**

High level communication skills to communicate to the media, local community and wider audience

Good public speaking skills  
Creative and lateral thinking skills; the ability to see ahead and be foresighted  
Leadership skills

**Internal governance, ethical standards and relationships**

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

## **Member Champion Purpose and Role**

### **What are Member Champions?**

Member Champions exist to provide a voice for traditionally under-represented groups, or issues which need to be kept at the forefront of council business although they may not be the responsibility of any individual or committee.

Member Champions are elected members who in addition to their other council responsibilities make sure that the issue or group that they are championing are taken into account when council policy is being developed and decisions are made. Members act as champions in areas such as children, homelessness, equalities, older people, young people, member support and development, health improvement and anti poverty. Guidance on undertaking the role with regard to the subject knowledge that members need is sometimes available from the outside bodies associated with the issue being championed for example the toolkit for older peoples' champions from the LGA. Otherwise they will be reliant on their Member colleagues and officers for guidance in the subject they lead on and also their role as lead member in this area.

### **What do they do?**

Typically, the lead member will:

Make sure that their area of interest is taken into account when developing policy or making decisions

Ask questions about performance and resourcing for the area

Raise the profile of the area and make the authority aware of good practice.

Engage with external bodies who work in the area

Engage with other officers and members in relation to the role.

Engage with community groups with an interest/stake in the area

Report action to the council

### **How does their role fit within the corporate structure?**

This will vary according to the area/issue that is being championed. There is potential for confusion and overlap between the role of the member champion and those of the relevant executive member or overview and scrutiny members. The champion role itself could be undertaken by either the relevant executive member or a non executive member.

It is therefore important that members and officers work together to agree roles and action for the area being championed and that there are mechanisms for lead members to report on their activities.

### **The Role Description**

It is difficult to create a 'one size fits all' role description for the different roles expected of champions, but the following is a generic model which will require adaptation for specific champions, dependent on the individual Member in post and the current issues being addressed at any given time.

## **Member Champion Role Description**

### **Accountabilities**

To Full Council

### **Role Purpose and Activities**

#### **Within the Council**

To promote the interest being championed within the Council's corporate and service priorities

To promote the needs of the client group represented in the interest to the decision makers within the council

To work with the decision makers in the Council to establish strategies/ policies/work plans connected with the interest

To maintain an awareness of all matters connected with the interest

To contribute to good practice and the continuous improvement of services and functions related to the interest

To engage with members in matters related to the interest such as attending Overview and Scrutiny/Cabinet /Full Council meetings etc.

Raising awareness of and taking a lead role in the development of all members and officers in relation to the interest

**In the Community**

- To raise the profile of the interest in the community
- To engage with citizens and community groups in matters related to the interest
- To lead and support local initiatives related to the interest

**Values**

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

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

**Member Champion Person Specification**

**Within the Council**

- Understanding of the area of interest being championed in terms of council strategies and policy, good practice, improvement and national agendas and the needs of the client group
- Ability to engage with a range of members and officers around the area of interest and listening to requirements
- Ability to advocate on behalf of the area of interest within the council

**In the Community**

- Understanding of the needs of the community in relation to the interest
- Ability to engage with citizens and community groups in matters related to the interest.
- Ability to lead and support local initiatives related to the interest.
- Ability to represent the position of the council to the community in relation to the interest.