

CHAPTER 1 – 3 - MEMBERS' ROLES AND RESPONSIBILITIES

This document sets out the roles and responsibilities of Members of the Council.

1.0 Members' Roles and Responsibilities

All Members will;

- 1.1 Act in accordance with the roles and responsibilities specific to their roles.
- 1.2 Represent their communities and bring their views into the Council's decision-making process, becoming the advocate of and for their communities.
- 1.3 Deal with individual case work and act as an advocate of and for their communities in resolving concerns or grievances
- 1.4 Balance different interests identified within the ward or electoral division and represent the ward or electoral division as a whole.
- 1.5 Be available to represent the Council on outside bodies
- 1.6 Maintain the highest standards of ethics and conduct
- 1.7 Contribute to the good governance of the area and actively encourage community participation and citizen involvement in decision making

Mayor and Deputy Mayor

2.0 Civic Role

- 2.1 The Council's Mayor, supported by the Deputy Mayor will perform the Council's Civic Role.
- 2.2 This entails raising and maintaining the profile of the Council's area and its citizens. The aims and values of the Council will be promoted in an apolitical manner.

2.3 Civic Events

The Mayor throughout his/her term of office should remain impartial in all matters of policy and should not be involved in the direction of affairs or get involved in any campaigns. The Mayor should not become involved in Council policy or activities of a controversial nature. Where matters are raised with him/her, he/she should take no action and instead raise the matter in the first

instance with the Leader of the Council or the appropriate Portfolio Holder for action.

2.4 The Mayor will decide which civic and ceremonial functions to promote within the allocated budget and these shall be actioned dependent on whether they can be supported by Democratic Services. These functions may include representing the Council at events organised by other local authorities or organisations.

2.5 Relationship with Cabinet Members

The Mayor should not normally become involved in any matter, which is within the role of a Cabinet Member, but if an occasion arises then the Mayor should receive the fullest support of the appropriate Cabinet Member or the appropriate Chief Officer.

2.6 Other Appointments

The Mayor should not be appointed as Chair or Vice-Chair of any Committee or Sub-Committee of the Council.

3.0 Council Role

3.1 The Mayor is elected at the Annual Council Meeting in May. The Deputy Mayor is appointed at the same meeting.

3.2 The Mayor is the conscience of the Council and is responsible for:

- Upholding and promoting the purposes of this Constitution and interpreting it, where necessary, with advice.
- Chairing Council meetings to ensure that business is carried out efficiently and effectively.
- Ensuring the rights of Members and the interests of the Council's citizens are protected in the running of the Council meeting, ensuring that, at Council meetings, matters of concern to local people can be debated through the appropriate Councillors.
- Ensuring that Members not on the Cabinet or who do not hold the Chairmanship of a main committee, are able to hold those office holders to account.
- Promoting public involvement in the Council's activities and acting as a link between members of the public and organisations and the Council.
- Carrying out other roles on behalf of the Council.

3.3 The Deputy Mayor will support the Mayor in his/her civic role and will also carry out civic duties on behalf of the civic office and deputise for the Mayor in his/her absence.

4.0 Who may become Mayor or Deputy Mayor

4.1 Any elected Member of the Council shall be eligible for election to the office of Mayor, or appointment as Deputy Mayor except for Members of the Cabinet.

The Deputy Mayor will normally succeed to the Mayoralty in the following year.

5.0 **The Leader**

5.1 The Leader will hold office for a period of four years from the date he/she is elected to that office by the Council or until:

- he/she resigns from the office of Leader
- he/she becomes ineligible to be a Member of the Council either for a specific period, or indefinitely
- he/she ceases to be a Member
- he/she is removed from office by a no confidence resolution of the Council requiring a simple majority, in respect of which the motion has been fully set out in the agenda for the meeting.
- he/she is removed from office by resolution of the Council, following removal from the position of Leader of their Group requiring a simple majority in respect of the motion that has been fully set out in the agenda for the meeting.

5.2 Where there is a vacancy in the office of Leader, the Deputy Leader will assume the responsibilities of the Leader until the next Council Meeting.

5.3 The Leader shall appoint a Deputy Leader who shall be a member of the Cabinet and who shall hold office until such time as the term of office of the Leader who appointed him/her comes to an end, or until he/she is removed from office by the Leader, or he/she ceases to be a Cabinet member.

5.4 Where both the Leader and Deputy Leader cease to hold office at the same time, the Council's Mayor shall call a meeting of Council as soon as possible to elect a new Leader.

6.0 **Cabinet Members (Portfolio Holders)**

6.1 Other Members of the Cabinet will hold office until;

- he/she becomes ineligible to be a Member of the Council, either for a specific period, or indefinitely
- he/she ceases to be a Councillor
- the Leader brings their designation as Cabinet Member to an end

7.0 Responsibility for Functions

7.1 The Leader will ensure that a record is kept of the Cabinet functions which are the responsibility of Portfolio Holders, any Cabinet Committee or Sub-Committee, officers or joint arrangements. This will be in the form of a Cabinet Delegation Scheme.

8.0 Cabinet Portfolios

8.1 The Council's Cabinet Portfolios (which may be varied from time to time by the Leader) are set out in the Executive Scheme of Delegation in Chapter 2 part 5 of the Constitution.

9.0 Responsibilities of all Cabinet Members

9.1 Each Cabinet Member is the spokesperson for the policy area or 'portfolio' they are responsible for. They also:

- Lead on developing council policy and make recommendations to the Cabinet.
- Provide guidance to the Cabinet on running activities.
- Give guidance to the Cabinet on budget priorities.
- Monitor performance and make sure policy is delivered.
- Lead on improving council services.
- Make sure that activities meet the Council's overall vision, core values and guiding principles.

9.2 Additional Cabinet Member responsibilities include:

- Contributing to debate and decision-making.
- Working with Members who are not members of the cabinet, members of the opposition and Officers to make sure that the scrutiny process works correctly.
- Appearing before and responding to Scrutiny Committee reports.
- Representing the Council at a national and local level.

10. (Leader of the Opposition

- To be a political figurehead for the Opposition Group.
- To be the main 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.

Appendix 1 – Member Role Profiles

MELTON BOROUGH COUNCILLOR

Accountabilities

Borough Councillors are held to account by the Council and by the residents they serve.

Role and Purpose

1. To represent the interests of the community, local organisations and individual residents in a fair and equal way being mindful of the overarching needs of the Borough of Melton;
2. To sign post and support residents and local groups to find appropriate services and sources of information;
3. To ensure that residents and community groups are kept updated regarding the council's strategies, policies, services and procedure;
4. To promote tolerance, equality and cohesion in local communities by not discriminating unlawfully against any person and treating residents, other Councillors and Officers with respect and courtesy;
5. To listen to residents and understand local issues and the needs of residents in order to inform decisions on the delivery of services and improve outcomes for local residents;
6. To ensure that the Melton Borough community engage with the Council by promoting the democratic function so that residents understand how they can become involved in and influence decision making;
7. To support principles which underlie good governance including open and transparent government; effective challenge; risk management; respecting the rule of law and the Council's internal procedures and compliance with the constitution and procedure rules. To observe the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership as described in the Members Code of conduct;
8. To scrutinise decision makers, providing constructive feedback, holding them to account and requesting in depth reviews through the Council's scrutiny process where appropriate;
9. To attend all meetings as appointed by Council, preparing in advance and seeking clarity on points of information in advance of meetings where possible in order to actively and constructively participate in debate and decision making;
10. To represent the Council on outside organisations and national bodies and events;
11. Upholding safeguarding responsibilities in relation to both vulnerable adults and children;
12. To promote high standards of behaviour in public office and comply with the Council's Code of Conduct and Officer/Member Protocol at all times;

13. To undertake all mandatory training and participate in opportunities for development.

Skills Required

You don't need to have any specific qualifications to be a Councillor. If you do happen to have a specific area of knowledge or expertise this will be of benefit. It is important that the Council's Councillors are able to represent the diverse communities that they serve and so a broad range of skills and experiences picked up through personal and professional life will be beneficial.

The following are just some of the skills that help you to fulfil the role:

Knowledge of the area

this will help you to represent the views of local residents and how the area might be improved.

Communication

You will be expected to communicate with a variety of people including members of the public, fellow Councillors and Council officers through a variety of mediums. The ability to clearly communicate your own views and those of the people you represent is very important.

Confidence

You will regularly meet new people from a variety of backgrounds and organisations. You will also be expected to speak in public forums such as Council meetings.

Integrity

You will need to be honest and trustworthy so that the community you represent have confidence that you will do your best to deliver what you have promised and will represent them in a way which reflects their values and ideals. This will sometimes mean that you have to manage the expectations of your community and explain why it is not always possible to deliver things in exactly the way people want.

Resilience

Local Authorities are facing financial challenges and this sometimes means that there are difficult decisions to make regarding funding services that the Council provides. These decisions will not always suit everyone and you need to be robust in your decision making and prepared to defend your stance on certain issues and provide sound and factual reasoning for why the Council has made certain decisions.

Other skills which will help to deliver the role include:

- Good communication and interpersonal skills
- Leadership and chairmanship skills
- Project and time management skills
- Ability to analyse complex information
- Ability to influence and work constructively with members, officers, the public and outside organisations
- Ability to work as part of a team
- IT skills

LEADER

Accountabilities

To Full Council and nominating group.

Role and Purpose

1. To provide political and strategic Leadership to the Council, co-ordinating agreed Council priorities and providing direction for the Council's key strategies and policies.
2. To ensure effective arrangements for consultation and community planning and to lead in developing the Council's partnerships with other organisations.
3. To ensure that Cabinet Members work collaboratively with the Council's Scrutiny Committee, to support the Council's Scrutiny function and to carefully consider the recommendations of the Scrutiny Committee in the formulation and development of Council policy.
4. To ensure effective communication and explanation of all Executive/Cabinet decisions and recommendations to Council.
5. To ensure that the decisions of Cabinet are made within the budgetary framework and financial limits set by the Council.
6. To ensure that Members of Cabinet abide by the Codes and Protocols set out in the Constitution.
7. To ensure the preparation and publication of a forward plan, in line with statutory requirements, which sets out the details of any matters which he/she considers are likely to be the subject of a Key Decision.
8. 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.
9. To ensure effective liaison with other political groups within the Council.
10. To represent the Authority on relevant outside organisations, regional and national bodies, partnerships and working groups and to pursue matters of interest to the Council and its communities.

11. To appoint members of the Executive, determine portfolios and approve the scheme of delegation of executive functions.
12. 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 Cabinet's responsibilities and the delivery of objectives as outlined in the Corporate Strategy.
13. To ensure members of the Executive receive information, training and regular updates, to take account of changes in the law, policy and procedure and to encourage development and continuous improvement.
14. To be responsible for own personal development and undergo appropriate development and continuous improvement.
15. To provide mentoring and support to Cabinet Members.
16. To liaise with the Chief Executive, Directors and other appropriate officers, on policy development, and to obtain professional advice in advance of decision making.
17. To promote the development and maintenance of effective working relationships with senior officers in order to support officers to achieve and implement strategic objectives.
18. To work with the Chief Executive, Directors and other relevant senior officers to consider and recommend action within approved policies and having regard to the strategic vision and direction of the Council.
19. To promote and support open and transparent governance that is accessible to all.

Effective Meeting Management

1. To direct, manage and chair meetings of the Cabinet in line with the Council's constitution.
2. To ensure the work and decisions of the Cabinet meet the Council's policy objectives.
3. To consider comments and recommendations formally submitted for Cabinet consideration by the Chairman of any Scrutiny Committee.

Skills Required

Leadership skills

Including the ability to drive forward the vision for the Council, leading members, officers and partners in turn.

Team working and relationship building skills

In order to form and work as part of a team of members, officers and partners working to ensure Melton Borough Council is a great place to live, learn, work, play and visit.

Communication skills

Including public speaking, listening, negotiating and media skills in order to facilitate effective communication within and across the Council and to ensure the community is able to engage in the Council's decision making processes.

Organisational skills

To manage the busy and complex workload of the Council, coordinating this effectively.

Consultative Skills

To facilitate effective consultation within and across Melton Borough Council well as with national stakeholders as appropriate, and ensuring the community are able to shape and engage in the council's deliberation and decisions.

Business and financial acumen

Including the ability to understand and manage the Council's budget as a whole.

Knowledge

- Knowledge of the key areas relating to all other Cabinet Member's portfolio areas and their relationships with other portfolios within the Cabinet.
- Detailed understanding of council strategy, policies and operations and the council's key priorities, aims and objectives.
- 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 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.
- Knowledge of the work of European, national, regional and local bodies and the role of the council within or in relation to them.
- Understanding of the relationship between national politics, local politics and Melton Borough Council Council's leadership.
- Understanding of the wider, national issues facing national and local government, councillors, residents and communities and the practical implications thereof.

CABINET MEMBER**Accountabilities**

To the Leader, the Executive (through collective responsibility) and Full Council.

Role and Purpose

1. To have strategic responsibility for their named portfolio of services, by providing political leadership in this area.
2. To be the principal spokesperson for Melton Borough Council on their portfolio area, including in the media.

3. To have the responsibility for, and provide a lead on, the initiation of policy in respect of the relevant portfolio.
4. To create, build and nurture a focus on positive outcomes for residents for the activities within their remit.
5. To participate effectively as a Cabinet Member, taking joint responsibility for all actions including the development of strategic policy and being collectively accountable.
6. To have an overview and be accountable for Council performance within their area of remit.
7. To report to and account for their actions at Council.
8. To support the role of the Leader.
9. To support the development and management of the Cabinet work programme for their portfolio area.
10. To attend Scrutiny meetings and respond to questioning in respect of their Portfolio and liaise with and respond to queries from Scrutiny Chairmen.
11. To liaise with the relevant Chairman of Regulatory Committees on emerging policy matters which impact on the functions of the Committee.
12. To liaise with the Lead Director for respective Portfolio, Chief Executive and other appropriate officers, on policy development, and to obtain professional advice in advance of decision making.
13. To promote the development and maintenance of effective working relationships with senior officers in order to support officers to achieve and implement portfolio objectives.
14. To ensure effective delivery of services within their portfolio against the agreed policies of the Council, and to ensure the delivery of the Cabinet's responsibilities in order to achieve Council's strategic aims and objectives.
15. To work collaboratively and liaise with key stakeholders and partners in the interests of the Council and the Melton Borough Council community.
16. To represent the Council on outside bodies of a strategic nature which relate to their portfolio and feedback to the Council any issues of relevance and/or importance.
17. To promote and support open and transparent governance that is accessible to all.
18. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.
19. To work with the Chief Executive, Directors and other relevant senior officers to consider and recommend action within approved policies and having regard to the strategic vision and direction of the Council.

Skills Required

Advanced leadership skills

Including decision-making skills, ability to challenge the status quo and deal with complex strategic issues.

Team working and relationship building skills

In order to form and work as part of a team of members, officers and partners working to ensure Melton Borough Council is a great place to live, learn, work, play and visit.

Advanced communication skills

Including public speaking, listening, presentation, negotiation and media skills, to facilitate communication with local, regional and national audiences on their portfolio area.

Organisational skills

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

Business and finance acumen

Particularly in relation to their portfolio area.

Ability to assimilate and analyse

Complex information to ensure that all reports are reviewed efficiently, appropriate and effective consultation is undertaken and options are fully explored before recommendations are made or decisions are taken.

Knowledge

- Knowledge of the key areas relating to their Cabinet portfolio and its relationship with other portfolios within the Cabinet.
- Detailed understanding of relevant council strategy, policies and operations and the council's key priorities, aims and objectives.
- 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 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.
- Knowledge of the work of European, national, regional and local bodies and the role of the council within or in relation to them.

CABINET SUPPORT MEMBER

General

The Leader of the Council will designate the Cabinet Support Member at the Annual Council meeting. The designation will be to the period up to the next Annual Council Meeting unless:

- he/she becomes ineligible to be a Member of the Council, either for a specific period, or indefinitely
- he/she ceases to be a Councillor
- the Leader brings their designation as Cabinet Support Member to an end

Appointment will be to support a Portfolio Holder or Portfolio Holders in carrying out their duties in any of the following ways:

- (a) to assist a Portfolio Holder in all his/her duties or to assist in a particular specific area.
- (b) to assist several Portfolio Holders in a particular specified area which is covered by more than one Portfolio Holder.
- (c) to assist two or more Portfolio Holders in different specified areas.

On appointment, the specific duties must be specified and will also be subject to the following general considerations.

The Cabinet Support Member will have no decision-making powers.

Cabinet Support Members will not be members of the Cabinet but will be entitled to receive the same information as the Lead Cabinet Members they support.

Cabinet Support Members will not be entitled to act as a member of any Scrutiny Committee.

Role and Purpose

1. To attend to observe at meetings of Cabinet alongside the Lead Cabinet Member (where appropriate), or in the absence of the Cabinet Member (though not deputising or substituting for them). Cabinet Support Members may speak at such meetings with the Chairman's permission.
2. To act as a conduit for relevant Scrutiny matters and provide updates to the Lead Cabinet Member. To provide relevant information as requested by the Scrutiny Committee and Task and Finish Groups (within the remit of the Scrutiny function).
3. To assist with drafting updates, bulletins and reports on behalf of the Lead Cabinet Member for the purpose of updating Members and external partners in relation to performance, projects and strategic developments within the relevant Portfolio Holder area.

4. To accompany the Lead Cabinet Member at other appropriate meetings, including those with outside organisations/bodies (e.g. Local Strategic Partnership) upon request.
5. To assist the Lead Cabinet Member in establishing and maintaining professional, effective and efficient working relationships with opposition groups, Chairs of Committees and with other Councillors, ensuring the Lead Cabinet Member is aware of all relevant issues.
6. To keep abreast of national changes in policy, good practice and new initiatives relating to the designated portfolio and brief the Lead Cabinet Member accordingly. To support the relevant Lead Member on policy development and/or in relation to decision making.
7. To promote information and raise general issues relating to the designated portfolio.
8. To develop effective working relationships with senior officers, their staff and external partners in order to keep fully informed of any policy or service issues and advise the Lead Cabinet Member of any implications relevant to their area of responsibility.
9. To attend conferences, seminars and meetings as requested by the Lead Member.
10. To undertake specific tasks, research and investigations and support projects as directed by the relevant Lead Cabinet Member within their area of responsibility.
11. To provide regular feedback to the Lead Cabinet Member on any issues/developments relating to the designated areas of responsibility.
12. To undertake specific duties as requested by the Leader or Lead Cabinet Member

Skills Required

Leadership

- Leadership skills
- Ability to challenge the status quo and deal with complex strategic issues and problems
- Ambassadorial skills to be able to represent the Council

Organisational Skills

- Ability to manage a busy and complex work load, often to tight timescales and deadlines

Other Skills

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

Team Working & Relationship Building

- Relationship building – with the Lead Cabinet Member and other Cabinet colleagues, Chief Executive, Senior Officers, Members, Partners etc
- Ability to work as part of an executive team to drive forward the continuous improvement of the Council

Communication

- Communication skills to be able to work constructively with officers, Members and partners
- Listening and questioning skills
- Presentation skills
- Public speaking skills
- Ability to work with the Communications Team to identify and promote media opportunities in relation key projects.

Knowledge

- Knowledge of the key areas relating to the Lead Cabinet Members Portfolio , particularly in relation to service performance issues, targets, and benchmarks etc.
- A detailed understanding of the strategic role of Cabinet within the Council
- 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

Other skills which will help to deliver the role include:

- Leadership and chairmanship skills
- Project and time management skills
- Ability to analyse complex information
- Ability to influence and work constructively with members, officers, the public and outside organisations
- Ability to work as part of a team
- IT Skills.

SCRUTINY COMMITTEE CHAIRMAN

Accountabilities

To Members of the Committee, the public and Full Council.

Role and Purpose

1. To provide leadership of and direction to fulfil the following principles of scrutiny:
 - a. Holding the Executive to account acting independently as a “critical friend” through constructive challenge;
 - b. Reflecting the voice and concerns of the public;
 - c. Leading the scrutiny process in performance and policy review and development; and
 - d. Making an impact on the delivery of public services.
2. To comply with the functions as detailed in the terms of reference for the Committee.
3. To utilise allocated resources (financial and officer) to support the work of the Committee.
4. To champion and promote the role of Scrutiny to the public and partners helping them better understand and, crucially, contribute to and engage with the scrutiny process.
5. To chair meetings effectively.

Duties and Responsibilities

1. Preside over scrutiny committee meetings so that the committee’s business can be carried out efficiently and in accordance with the Constitution
2. To lead on the development of an effective work programme, prioritising whenever necessary, to ensure that the work of the Committee has direction and focus and delivers effective outcomes
3. To encourage and, where possible, ensure that Committee members obtain the necessary skills to carry out the scrutiny role
4. To work with officers in identifying training opportunities to develop own knowledge and skills as well as those of committee members
5. To encourage all members to engage with the scrutiny process
6. To develop a constructive relationship with the Executive
7. To develop a constructive relationship with the Chief Executive, Directors; other employees of the Council, external partners and outside organisations
8. To scrutinise, where appropriate, services and policies of the authority to ensure strategic objectives are met
9. To develop and maintain a working knowledge of the organisations, services, activities and other matters which affect and impact on the local community
10. To demonstrate an objective and evidence based approach to overview and scrutiny ensuring that scrutiny inquiries are methodologically sound and incorporate a wide range of evidence and perspectives.
11. To work towards providing viable and well evidenced solutions to recognized problems.
12. To support members involved in Reviews, Working Groups and Task and Finish Groups, including report preparation
13. To present scrutiny recommendations to the Council/Cabinet arising from work undertaken by Scrutiny Committee
14. To follow-up scrutiny recommendations, evaluate the impact and added value of overview and scrutiny activity and identify areas for improvement
15. Work closely with scrutiny support staff to drive continual improvements in scrutiny

Managing the work programme

1. To develop a balanced work programme for the committee which includes pre decision scrutiny, policy development and review, investigative scrutiny, holding the executive to account, and performance monitoring.
2. To ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, audit and regulatory reports and recommendations, partners' strategic priorities and relevant community issues.
3. To ensure that the public are engaged in scrutiny activities by informing them about the work programme and encouraging participation.
4. To ensure that the work programme is delivered.
5. To report on progress against the work programme to Council, and others as appropriate.
6. To ensure that the work programme is manageable and the workload delegated and prioritised to focus on the areas of most benefit or greatest risk to the organisation.

Effective meeting management

1. To plan and set agendas containing clear objectives and outcomes for the meeting.
2. To work with officers to make all necessary preparation for meetings through research and briefings and holding pre-meetings with officers and members to discuss matters relating to an agenda and agreeing appropriate lines of questioning as necessary.
3. To work with officers to involve fully external stakeholders for example, service users, expert witnesses and partners in scrutiny activity.
4. To ensure that the approach to overview and scrutiny is impartial and that the committee meeting is conducted without political whipping.
5. 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.
6. To ensure that all participants have an opportunity to make an appropriate contribution.
7. To ensure that members of the public are able to contribute to meetings and understand the protocols for public speaking.

Skills Required

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

SCRUTINY COMMITTEE MEMBER

Accountabilities

To the Committee and the public.

Role and Purpose

1. To scrutinise Cabinet decisions, to assess how these contribute to effective service delivery and help to achieve the Council's Corporate Plan and whether they are in accordance with the Council's approved budgetary and policy framework.
2. To contribute to the development of the Council's policy and budget framework and to put forward proposals in respect of the development of the Council's other policies.
3. Knowledge of Scrutiny Procedure Rules and the remit of the Scrutiny Committee as detailed in the terms of reference, as well as best practice in relation to the scrutiny function.
4. To prepare in advance of meetings by reviewing reports and seeking clarity on points of information in advance of meetings where possible in order to actively and constructively participate in debate and provide constructive feedback.
5. To treat officers, expert witnesses and external attendees with respect and maintain constructive and non-contentious questioning.
6. To review individual policies and projects to evaluate their effectiveness and success and consult with all relevant stakeholders in this process.
7. To monitor how the Council is meeting its agreed corporate objectives, as set out in the Corporate Strategy.
8. To facilitate and encourage participation in the Council's activities by effectively engaging local residents, businesses, outside agencies and other key stakeholders in the Committee's work as appropriate.
9. To check that the Council continues to improve performance in all services within the policy and budgetary framework agreed by the Council and recommend areas for improvement and change.
10. To identify local topical issues and represent the views of the community by requesting items for addition on the scrutiny work plan.
11. To undertake reviews of the Council's services and external service providers and make recommendations which positively contribute to improving service delivery.
12. To put forward suggestions for areas for scrutiny and participate fully in the conduct of any scrutiny exercise.
13. To conduct research, and undertake community or other consultation.
14. To promote the role Scrutiny both within and outside the Council.
15. To contribute to suggestions for the future development of the Council's scrutiny practices.

Skills Required

1. Good communication, questioning and interpersonal skills.
2. Ability to identify reliable sources of evidence and analyse complex information.
3. Ability to influence and work constructively with members, officers, the public and outside organisations.
4. Ability to work as part of a team.
5. Knowledge of the key areas relating to the remit of the Scrutiny Committee and how they relate to council strategy, policies and operations and the council's key priorities, aims and objectives.

Understanding of the legal and regulatory requirements pertaining to the service areas within the remit of the Scrutiny Committee.

CHAIRMEN AND VICE CHAIRMEN OF REGULATORY AND OTHER COMMITTEES

Accountabilities

To Full Council and to Members of the Committee.

Role and Purpose

1. To ensure the efficient carrying out of the processes for which the Committee has responsibility.
2. To ensure the Committee fulfils its Terms of Reference as set out in the Constitution and endeavours to meet the standards of best practice in relation to its role.
3. To provide leadership and direction for the committee, managing the workload of the Committee by prioritising items of business in consultation with relevant officers and statutory obligations taking account of available resources.
4. To develop a thorough understanding of the subject area of the Committee, including relevant legislation and in depth knowledge of relevant policy (e.g. local and national planning policy), law/regulations (e.g. licencing law) and any ongoing local and national developments.
5. To ensure members receive information, training and regular updates, to take account of changes in the law and procedure, so they can contribute fully to decision-making within the committee process.
6. To liaise with the relevant Portfolio Holder on emerging policy matters which impact on the functions of the Committee.
7. To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly.
8. 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.

9. To report on the workings of the Committee to the Cabinet or Full Council, as appropriate, and to present, where appropriate, recommendations to the Council.

Effective Meeting Management

1. To liaise with officers in planning and setting agendas and future work plans, and to attend any meetings with officers to discuss matters relevant to the business of the Committee.
2. To work with officers to make all necessary preparation for meetings through research and briefings and holding pre-meetings with officers and members to discuss matters relating to an agenda and agreeing appropriate lines of questioning as necessary.
3. To manage the progress of business at meetings, allowing proper consideration of any item and ensuring that meeting objectives are met.
4. To refer to experts present at the meeting (e.g. Legal Advisors, Planning Officers) as necessary to ensure that decisions are made in accordance with legal and constitutional requirements.
5. To ensure the code of conduct, procedure rules and other constitutional requirements are adhered to in accordance with the requirements of Council policies governing the function and in the case of planning, the Planning Code of Conduct.
6. To ensure that all participants have an opportunity to make an appropriate contribution.
7. To ensure that members of the public are able to contribute to meetings and understand the protocols for public speaking.

Skills Required

Leadership

To champion the role and work of the Committee, including coordinating the membership of the committee to agree a work programme.

Chairmanship skills including:

- robust agenda management and time management skills in order to ensure the efficient conduct of business.
- communication, public speaking, facilitation and negotiation skills.
- the ability to assimilate and understand complex information and arguments and then simplify, summarise and sum-up into conclusions.

Questioning and listening skills

To ensure the fair interrogation of reports presented to meetings and to ensure that those present understand the implications, options and the final decision, through a process of respectful speaking and listening where all relevant points of view are taken into account.

Team working and relationship building skills

In order to build a functioning team within the committee, as well as to grow effective relationships with other parts of the political management structure, key officers, council departments and external stakeholders.

Organisational skills

In order to coordinate both individual meetings and the overall programme of the committee's work.

Consultative skills

In order to engage with the public at meetings, ensuring that they are aware of their rights and responsibilities and understand the recommendations being made and/or decisions being taken, and allowing their voices to be heard.

To take responsibility for personal development

Including attending chairmanship skills training as required.

Knowledge

To demonstrate knowledge of the law, procedural guidance and best practice in relation to the remit of the committee.