



Havant Borough Council

councillor development strategy

2015 - 2017

Havant
BOROUGH COUNCIL

Cleaner, Safer,
More Prosperous

Havant Borough Council

1. Councillor Development Strategy

- 1.1 Councillor development is seen as important to help elected Councillors fulfil their roles and contribute to the delivery of the Council's strategic priorities, objectives and aims. This strategy ensures that a long term view is taken of Councillor Development that also affords flexibility to reflect changing priorities.
- 1.2 This strategy recognises that Councillors are not employees of the Council and strives to help them seek a balance between their demanding roles inside and outside of the Council.

2. Vision

- 2.1 The vision is for all elected Councillors to have the necessary skills and knowledge to perform effectively in their current or future roles within the Council.
- 2.2 To help achieve this vision, the following values will apply:
 - Development opportunities will be available to all elected Councillors irrespective of political allegiance.
 - Development activities will be based upon agreed training needs as identified through the Councillor needs analysis process.
 - Councillor development will be delivered through methods which ensure equality of access and taking into account different learning styles.
 - The Council will recognise that Councillors may have transferable skills which can be utilised in the Council to help them perform their Council role.

3. Aims

- 3.1 The Councillor development strategy aims to:
 - Create a clear framework for Councillor development based upon individual and organisational needs.
 - Ensure all Councillors have the necessary skills at the required level to conduct their roles effectively.
 - Ensure Councillors have the skills and knowledge needed to oversee the delivery of high quality public services through their community leadership roles.
 - Ensure Councillors feel confident to undertake their roles.

- Ensure Councillors are fully aware of their responsibilities and accountabilities to deliver good governance.
- Support the continued development of Councillors to prepare them for roles they may fill in the future.
- Attract and retain high calibre Councillors.
- Provide all Councillors with the opportunity for development.

4. Identifying Councillor Development Needs

4.1 Each year a Councillor Development Programme will be created which will be tailored to the priority skills and knowledge areas that are identified from the following avenues:

- a) **Councillor Needs Analysis** – Councillor participation to identify development needs will be key. Councillors will be expected to complete a Councillor Needs Analysis form which will provide Councillors with an opportunity to identify their specific training needs.

In addition to this, an opportunity will be made available for Councillors to meet on a one to one basis with the Leader/Deputy Leader or a Cabinet Member to discuss their personal development. This will also provide each Councillor with an opportunity to discuss their future aspirations in order for development activity to be put in place which will support this.

Councillors will be expected to take responsibility for their own personal development and maintain appropriate knowledge/skill levels to ensure that they are able to conduct their roles effectively.

- b) **Review of Corporate Strategy** – The Council will monitor its objectives, performance and external environment to identify factors that may give rise to changing development needs. Such factors may include changes to corporate priorities, changes in legislation, developments in local government services, changes in local government structures/funding or developments affecting other public sector bodies or organisations. A review of these factors may result in priority training needs being identified for the year.
- c) **Review of the role of Councillors** – The Council will review the role descriptions for elected Councillors as outlined at Appendix A. The Councillor Development Programme will take account of the content of the role descriptions to ensure that training is delivered which provides Councillors with the skills and knowledge needed to fulfil the specific roles identified. Each newly elected Councillor will be invited to participate in an induction programme relevant to their role.
- d) **Specialist Role Needs** – Many Councillors will have additional roles which they fulfil or are likely to fulfil in the future. These roles often require specialist or more focused training.

These roles include:

- Leader/Deputy Leader of the Council
- Chairman or Vice-Chairman of Committees or Sub-Committees
- Cabinet Member
- Committee Member for Regulatory committees e.g. Licensing, Planning
- Overview and Scrutiny
- Audit

Training needs for these roles will be identified from the specific role descriptions. Councillors fulfilling specialist roles will be required to attend training relevant to the role in order to be able to fulfil the role.

5. How Councillor Development Needs will be met

5.1 Development needs will be met from a range of options in order to support the diverse development needs and learning styles of elected Councillors.

5.2 In some cases, the Council will be able to deliver in-house courses using officers. Where necessary, the Council will source external providers for those development needs which require more specialist support/expertise.

5.3 Delivery methods may include:

- Training courses
- Seminars
- External conferences
- Councillor briefings
- E-learning packages
- Distance learning packages
- Visits to other councils or relevant partners
- Shadowing opportunities
- Mentoring opportunities

5.4 Councillors will be encouraged to be involved with the development of fellow Councillors where appropriate by leading workshops, disseminating expert knowledge, offering mentoring and by generally encouraging the take up of Councillor development opportunities. The delivery of these activities will be classed as contributing towards a Councillor's own continued professional development.

5.5 In addition, each political group will appoint Councillor Mentors so that more experienced Councillors can provide advice and support to less experienced colleagues.

6. Resources

6.1 Each year budget and resources that need to be devoted to Elected Councillor development will be determined by the appropriate Service Manager for Democratic Services as part of the budget setting processes.

6.2 These resources will be monitored by the Democratic Services Team Leader to ensure that best value is being achieved.

- 6.3 The budget for Councillor Development is currently set at £4,500 per year. Democratic Services will seek ways to use the budget in the best way to meet the training needs of Councillors. For example, this could include opportunities for cross authority or partner training on a countywide, regional or national level, looking for training support from national/regional course providers such as the LGA or South East Employers or seeking relevant opportunities for Councillors to attend seminars/conferences hosted by partners.

7. Ongoing commitment

- 7.1 The Council will be committed to ensuring that Councillor Development activity is maintained which adheres to the principles of the Charter for Elected Councillor Development.

These principles are:

- Being fully committed to developing Elected Councillors in order to achieve the council's aims and objectives.
- Adopting a Councillor led strategic approach to Elected Councillor development.
- Ensuring that learning and development is effective in building capacity.
- Addressing wider development matters to support councillors

8. Review

- 8.1 The Councillor Development Strategy will be reviewed every two years by Democratic Services or sooner at the request of the Leader.

APPENDIX A

COUNCILLOR ROLE DESCRIPTIONS

Background

Councillors have a leading role to play in achieving the Council's corporate aims and objectives. This Council is committed to ensuring that all Councillors have the necessary skills and knowledge to enable them to effectively carry out their community leadership roles.

This suite of Elected Councillor Role Descriptions outline the purpose, duties and responsibilities for key Councillor roles within the Council, as well as a range of qualities and skills. They are designed to be used as a guide and are not to be considered as prescriptive or exclusive.

The Role Descriptions can assist with the identification of specific or on-going learning and development needs for Elected Councillors. They can also be utilised within documentation for the recruitment of potential Councillors.

The following roles are included:

- Elected Councillor (Generic for all 38 Councillors)
- Leader/Deputy Leader
- Cabinet Member
- Chair of the Council
- Chair of Audit & Governance Committee
- Chair of Overview and Scrutiny Committee
- Chair of a Regulatory Committee (e.g. Planning, Licensing)
- Member of Governance & Audit Committee
- Member of Overview and Scrutiny Committee
- Member of Regulatory Committee
- Leader/ Deputy Leader of the Opposition.

ELECTED COUNCILLOR ROLE DESCRIPTION

Role Purpose

As an Elected Councillor you are an advocate for the Council and communities you serve. You are expected to represent Ward interests, individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally.

You will communicate effectively to the Community on Council strategies, policies, services and procedures so they are fully understood, liaising with Cabinet Members, other Councillors, Council Officers and partner organisations to ensure that the needs of the local community are identified, understood and supported.

You will be expected to participate constructively in the good governance of the Council through the formation and scrutiny of the Council's policies, plans, strategies, budget and service delivery.

You will be accountable to the electorate of your ward, the wider public and to the Political Group and Group Leader.

Duties & Responsibilities

To be committed to the Council's vision for a cleaner, safer and more prosperous borough.

In addition, Councillors will adhere to the seven principles of public life, as identified by the Committee on Standards in Public Life chaired by Lord Nolan and included within the Havant Borough Council Member Code of Conduct as follows:

Selflessness	Integrity	Objectivity
Accountability	Openness	Honesty
Leadership		

Skills and Knowledge

- Good advocacy skills
- IT skills
- Interpersonal skills
- Public speaking skills
- Presentation skills
- Influencing skills
- Good communication skills
- Community Leadership Skills
- Integrity and ability to set aside own views and act impartially
- The ability to present relevant and well-reasoned arguments
- Knowledge and understanding of meeting procedures, the law, rules and conventions regarding the democratic process and of the Council's Constitution
- To undertake appropriate training and professional development provided by the Council and external bodies

LEADER AND DEPUTY LEADER ROLE DESCRIPTION

Role Purpose

As the Leader/Deputy Leader you are the leading political figurehead(s) for the Council as a whole and the principal political spokesperson(s) for the Administration.

You will provide strong, clear political leadership in the co-ordination of Council policies, strategies and service delivery.

You will also provide visible leadership in relation to the Council and its citizens, stakeholders and partners in the overall delivery of Council policies, strategies and service delivery.

You will be accountable to the Cabinet (through collective responsibility) and to Full Council.

Duties and Responsibilities

Your duties and responsibilities will be as follows:

- To appoint the Cabinet (Leader)
- To designate the Deputy Leader (Leader)
- To designate appropriate Cabinet portfolios
- To appoint Cabinet Members to specific portfolios having regard to their abilities, expertise and past work / life experiences
- To chair meetings of the Cabinet in line with Council procedures and the Constitution
- To work closely with other Cabinet members to ensure the development of effective Council policies, the budgetary framework and delivery of high quality services to local people
- To represent the Council in the community and in discussions with regional, national and international organisations and others to pursue matters of interest to the Council and its communities
- To liaise regularly with the Chief Executive – giving and receiving advice on the management of the Council and delivery of Council services
- To challenge the status quo, thinking creatively and taking advantage of opportunities, and to help create an organisational culture which can enable this approach
- To develop and maintain effective relationships with Officers, other Councillors, partners and other public sector bodies, local businesses and voluntary and community groups and the general public in the area.
- The Deputy Leader will assist the Leader of the Council in discharging the above duties and in the absence of the Leader, the Deputy Leader will assume responsibility.
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CABINET MEMBER ROLE DESCRIPTION

Role Purpose

As a Cabinet Member you are responsible for developing and implementing Council policies, strategies and service delivery within allocated Cabinet portfolios.

You will give leadership and political direction to officers and be accountable for choices and performance of relevant portfolio.

You will also be expected to act as a spokesperson both within and outside the authority on matters covered by their portfolio.

You will be accountable to the Leader, to the Cabinet (through collective responsibility) and to Full Council.

Duties & Responsibilities

Your duties and responsibilities will be as follows:

- To take responsibility for a specific Cabinet portfolio and share in undertaking executive responsibility for developing and progressing overall strategy, budget, policies and priorities.
- To give direction on, and ensure the development of the vision for, those services within their portfolio so that they are consistent with the overall strategic approach of the Council.
- To work as a team with other Cabinet Members and to recognise and contribute towards issues which cut across portfolios or are issues of collective responsibility.
- To liaise with the Chief Executive and Heads of Service to ensure the effective management of the delivery of those services within the portfolio throughout the borough.
- To speak on behalf of the Council in relation to portfolio responsibilities including representing the portfolio at Full Council, representing the Council to the media and on relevant external bodies, and to develop and maintain effective working relationships with the public, local businesses, the media, and voluntary and community groups in the area.
- To encourage public participation and consultation and to ensure effective communication of Council policies and strategies to all Councillors, employees, residents, partner organisations and other stakeholders to ensure they are widely understood and positively promoted.
- To participate in Committee meetings of the Council e.g. Overview & Scrutiny Committee and other Committees where requested to do so.
- To have a thorough knowledge of the Constitution and the decision-making processes within the Council.
- To be called to account for decisions made on behalf of the Cabinet or as an individual Cabinet Member.
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CHAIR OF COUNCIL ROLE DESCRIPTION [MAYOR]

Role Purpose

As Chair of the Council you will act as the symbol of the Council's Democratic Authority. This means as ceremonial head of the Council, you will be non-political and uphold the democratic values of the Council.

You will be accountable to the public and to Full Council.

Duties and Responsibilities

- 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 Standing Orders
- To represent the Council at civic and ceremonial functions.
- To ensure the Constitution is adhered to and, if necessary, to rule on the interpretation of the Constitution
- 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 Havant Borough Council Member Code of Conduct, Councillor / Officer Protocol and the highest standards of behaviour in public office.
- To prepare and manage an annual work programme for the Council to meet its legal obligations (e.g. setting the budget and the Council Tax and making appointments).
- To undertake appropriate training and professional development provided by the Council and external bodies

The Vice-Chair will assume responsibility for the above duties in the absence of the Chair.

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

GOVERNANCE & AUDIT COMMITTEE - CHAIR ROLE DESCRIPTION

Role Purpose

As chair of the Governance and Audit Committee you will be expected to promote and support good governance by the Council.

You will demonstrate independence, integrity and impartiality in decision-making which accord with legal, financial, constitutional and policy requirements.

You will also be expected to ensure thoroughness and objectivity in the Committee, receiving and responding to professional advice in the conduct of meetings and in the audit.

You will be accountable to the public, to Full Council and to External Auditors.

Duties and Responsibilities

- To provide confident and effective management of the Committee to facilitate inclusivity, participation and clear decision-making.
- To uphold and promote ethical governance and high standards in public office, particularly in relation to the Havant Borough Council Member Code of Conduct and other Protocols for supporting good Councillor / Officer relations.
- Review and scrutinise the authority's financial affairs and make reports and recommendations in relation to them.
- Review and assess the risk management, internal control and corporate governance arrangements of the authority and make reports and recommendations to the authority on the adequacy and effectiveness of these arrangements
- Oversee the authority's internal and external audit arrangements
- Review the financial statements prepared by the authority
- Develop effective working relationships with Internal and External Auditors
- Develop a forward work programme designed to deliver the requirements of an Audit & Governance Committee and to meet statutory requirements.
- Monitor progress against the work programme and of audit actions.
- Understand the respective roles of Councillors, Officers and external parties operating within the Audit & Governance Committee's areas of responsibility.
- Review and self-assess the performance of the Committee and its Councillors.
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

OVERVIEW & SCRUTINY COMMITTEE - CHAIR ROLE DESCRIPTION

Role Purpose

As Chair of the Overview & Scrutiny Committee you will be expected to provide confident and effective management of the Overview & Scrutiny Committee and Scrutiny activities.

You will Chair Overview & Scrutiny Committee meetings and develop and maintain a good working knowledge of the practices, procedures and functions which fall within the Committee's terms of reference. You will also be expected to promote the role of Scrutiny both internally within the Council and externally with the Council's partners, other public sector bodies and community organisations.

You will be accountable to the public and to Full Council.

Duties and Responsibilities

- To develop a balanced work programme which includes Cabinet decision scrutiny and Council performance monitoring.
- To demonstrate an objective and evidence based approach to scrutiny
- To evaluate the impact and added value of scrutiny activity and identify areas for improvement
- To monitor progress against the work programme of the Council
- To liaise with officers, other Councillors, external partners and public sector bodies and community representatives to resource and deliver the work programme.
- To oversee the arrangements for consideration of any challenge to the validity of Cabinet decisions through the Call-in process
- To set agendas containing clear objectives and outcomes for meetings
- To manage the progress of business at meetings; ensuring that meeting objectives are met and the Havant Borough Council Member Code of Conduct, rules of procedure and other Constitutional requirements are adhered to
- To ensure that all participants have an opportunity to make an appropriate contribution
- To build understanding and ownership of the Overview & Scrutiny function within the community
- To promote the involvement of external stakeholders such as service users, expert witnesses and partners in scrutiny activity if appropriate
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CHAIR OF REGULATORY COMMITTEE - ROLE DESCRIPTION (PLANNING)

Role Purpose

You will be expected to understand and appreciate the regulatory framework, law and policies relevant to the quasi judicial Committee.

You will demonstrate integrity and impartiality in decision making which accords with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to Councillors of the regulatory Committee.

Duties and Responsibilities

- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision-making.
- To ensure consistency in the quality and effectiveness of decision making
- To ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
- To promote the Role of the Regulatory Committee and Quasi-Judicial Decision Making
- To act as a representative 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
- To manage the progress of business at meetings; ensuring that meeting objectives are met and the Havant Borough Council Member Code of Conduct, standing, rules of procedure, legal requirements and other Constitutional requirements are adhered to.
- To ensure that all participants have an opportunity to make an appropriate contribution (where applicable)
- To conduct meetings in accordance with agreed procedures to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

CHAIR OF REGULATORY COMMITTEE - ROLE DESCRIPTION (LICENSING)

Role Purpose

You will be expected to understand and appreciate the regulatory framework, law and policies relevant to the quasi judicial Committee.

You will demonstrate integrity and impartiality in decision making which accords with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to Councillors of the regulatory Committee.

Duties and Responsibilities

- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision-making.
- To ensure consistency in the quality and effectiveness of decision making
- To ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
- To promote the Role of the Regulatory Committee and Quasi-Judicial Decision Making
- To act as a representative 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
- To manage the progress of business at meetings; ensuring that meeting objectives are met and the Havant Borough Council Member Code of Conduct, standing, rules of procedure, legal requirements and other Constitutional requirements are adhered to.
- To ensure that all participants have an opportunity to make an appropriate contribution (where applicable)
- To conduct meetings in accordance with agreed procedures to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

GOVERNANCE & AUDIT COMMITTEE - COUNCILLOR ROLE DESCRIPTION

Role Purpose

As a Member of the Governance and Audit Committee you will be expected to promote and support good governance by the Council.

You will be required to demonstrate independence, integrity and impartiality in decision-making which accord with legal, financial, constitutional and policy requirements.

You will review and assess the risk management, internal control and corporate governance arrangements of the authority and make reports and recommendations to the authority on the adequacy and effectiveness of these arrangements.

You will be accountable to the public, to Full Council, to the Chair of the Governance & Audit Committee and to External Auditors.

Duties and Responsibilities

- To review and scrutinise the authority's financial affairs and making reports and recommendations in relation to them.
- To oversee the authority's internal and external audit arrangements
- To review the financial statements prepared by the authority (if the Statement of Accounts is qualified it will be debated at a meeting of Full Council)
- To possess sufficient technical, legal and procedural knowledge to contribute fairly and correctly in undertaking the functions of the Committee
- To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the Committee.
- To uphold and promote ethical governance and high standards in public office, particularly in relation to the Havant Borough Council Member Code of Conduct and other Protocols for supporting good Councillor / Officer relations.
- To participate effectively in meetings of the Governance & Audit Committee, questioning and seeking clarification on matters falling within the remit of the Committee.
- To make informed and balanced decisions, within the Committee's Terms of Reference, which accord with legal, financial, constitutional and policy requirements.
- To understand the financial risks associated with corporate governance, being satisfied that the authority's assurance statements, including the Annual Governance Statement, reflect the risk environment and any activities required to improve it.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Governance & Audit Committee's areas of responsibility
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor

OVERVIEW & SCRUTINY COMMITTEE - MEMBER ROLE DESCRIPTION

Role Purpose

As a Member of the Overview and Scrutiny Committee you will be expected to participate fully in the activities of the Overview & Scrutiny Committee, the development and delivery of its work programme and any associated Task & Finish Groups.

You will also be expected to scrutinise the decision-making of the Cabinet against the Budget and Policy Framework laid down by the Council and against performance targets and budgets, evaluating the validity of Cabinet decisions and challenge policies / decisions on a sound basis of evidence through the Call-in process where appropriate.#

You will be accountable to the public, to Full Council and to the Chair of the Overview & Scrutiny Committee.

Duties and Responsibilities

- To assist in the scrutiny of the management and policy implementation of the Council and of external organisations and to recommend changes and improvements
- To assist in the investigations referred to the Committee by the Cabinet, Council or Councillors
- To identify subjects for internal / external scrutiny review for addition to the work programme
- To assist in the scrutiny of Councillor Call for Action requests
- To participate effectively in meetings of the Overview & Scrutiny Committee, questioning and seeking clarification on matters before the Committee
- To make informed and balanced recommendations / decisions within the Committee's Terms of Reference, which accord with legal, financial, constitutional and policy requirements.
- To develop and maintain a good working knowledge of the practices, procedures and functions which fall within the Overview & Scrutiny Committee's terms of reference
- The ability, as a Member of the Overview & Scrutiny Committee to require Cabinet Councillors to attend and be questioned on matters relating to their roles and responsibilities
- The ability, as a Member of the Overview & Scrutiny Committee, to require the Chief Executive, Strategic Directors and Heads of Service to attend and be questioned on matters relating to their roles, functions and responsibilities
- The ability, as a Member of the Overview & Scrutiny Committee, to call expert witnesses and invite advisors from outside the Council, or a Councillor of the Council not serving on the Committee, to provide advice on matters under review or discussion.
- To add value to the decision-making and service provision of the authority through effective scrutiny.
- To promote the role of the Overview & Scrutiny Committee within and outside the Council, developing effective internal and external relationships
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

MEMBER OF REGULATORY COMMITTEE - ROLE DESCRIPTION (PLANNING)

Role Purpose

As a Member of a regulatory committee, you will be expected to understand the nature of the Regulatory Committee and Quasi- Judicial Decision Making and have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee.

You will also be expected to be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases / applications before the Committee and to demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to the Chair of the Regulatory Committee.

Duties and Responsibilities

- To participate effectively in meetings of the 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.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To promote and support good governance by the Council
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

MEMBER OF REGULATORY COMMITTEE - ROLE DESCRIPTION (LICENSING)

Role Purpose

As a Member of a regulatory committee, you will be expected to understand the nature of the Regulatory Committee and Quasi- Judicial Decision Making and have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the Committee.

You will also be expected to be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases / applications before the Committee and to demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements.

You will be accountable to the public, to Full Council and to the Chair of the Regulatory Committee.

Duties and Responsibilities

- To participate effectively in meetings of the 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.
- To develop the standing and integrity of the Committee and its decision-making
- To understand the respective roles of Councillors, Officers and external parties operating within the Committee's areas of responsibility
- To promote and support good governance by the Council
- To undertake appropriate training and professional development provided by the Council and external bodies

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.

LEADER / DEPUTY LEADER OF THE OPPOSITION – ROLE DESCRIPTION

Role Purpose

As Leader/Deputy Leader of the Opposition Group you will be the political figurehead for the Opposition Group and to be the Council's spokesperson for the Council's opposition.

You will be expected to provide leadership in the constructive challenge of the Council's policies and undertake the functions of a Councillor and provide Leadership for your Group.

You will be accountable to the nominating group.

Duties and Responsibilities

- To provide strong, clear leadership to the Opposition Group on the Council
- To act as a spokesperson for the Opposition Group of which you are Leader and as a representative of the authority to external bodies and organisations as appropriate
- To work with, comment on, challenge and review the Council's controlling group's performance in the co-ordination and implementation of its policies and procedures
- To establish and represent the views of the Opposition Group on issues of policy and probity
- To have a good understanding of the roles of Councillors, Officers, external partners and agencies.
- To promote and support good governance of the Council
- To provide community leadership and promote active citizenship
- To promote and support open and transparent government
- To support and promote respectful, appropriate and effective relationships with employees of the Council
- To promote and support adherence to the Havant Borough Council Councillor Code of Conduct, the Councillor / Officer Protocol and the highest standards of behaviour expected in public life
- To promote and participate in Councillor development.

The Deputy Leader of the Opposition will assist the Leader of the Opposition in discharging the above duties and in the absence of the Leader of the Opposition, the Deputy Leader of the Opposition will assume responsibility.

These duties and responsibilities are in addition to those detailed in the role description for an Elected Councillor.