

# **Roles and Responsibilities of SRAs**

**(The roles, duties and skills attached to thee SRAs are in addition to those required by non-SRA holders)**

## **ROLE DESCRIPTION – LEADER**

### **Purpose of Role:**

The Leader of the Council provides political leadership and works together with Cabinet Members to set out a vision for the Council and the strategic plans that will help the Council to achieve it.

### **Duties and responsibilities**

#### **1. Political leadership**

- (a) To provide political leadership of the Council.
- (b) To set out a vision for the Council and the strategic plans that will enable the Council to play its part in achieving that vision.
- (c) To provide political leadership in the coordination of policies, strategies and high-quality service delivery across the Council.
- (d) To chair the Cabinet and share collective responsibility for Cabinet decisions.
- (e) To be the principal political spokesperson for the Council.
- (f) To support, develop and performance manage members of the Cabinet and build and develop the Cabinet as a team.
- (g) To liaise and involve other elected Councillors when appropriate.

#### **2. Corporate leadership**

- (i) To give political direction to the Chief Executive and Joint Management Team.
- (j) To provide as part of the Council's service and financial planning process, political leadership in the development and implementation of the Council's Corporate Plan and Budget.
- (k) To work with officers to formulate policy proposals for the Cabinet.
- (l) To work with and support the Chief Executive and Joint Management Team in the implementation of policy.

#### **3. Partnership and community leadership**

- (m) To lead the promotion of council priorities amongst stakeholders and partners.

- (n) To build cross-borough links that progress council objectives and priorities.
- (o) To represent the Council at and contribute to Local, national and international bodies/forums, to promote the interests of the Council, residents and local governance.

#### **4. Reporting and accountability**

- (p) To report as appropriate to Full Council, Cabinet and Scrutiny on the performance of the Council and the performance of the services within the Leader's Portfolio.
- (q) To appear before the Governance, Audit and Finance Board and the Scrutiny Boards as required.

#### **5. Governance, Ethical Standards and relationships**

- (r) To promote and support good governance of the Council.
- (s) To promote and support open and transparent government.
- (t) To support and adhere to respectful, appropriate and effective relationships with officers.

#### **6. Chairmanship**

- (v) To chair the formal and informal meetings of the Cabinet and share collective responsibility for Cabinet decisions.

#### **7 Individual Decision Making**

- (w) To appoint and remove the members of the Cabinet and allocate Cabinet Lead functions

### **Key skills and knowledge**

The key skills and knowledge of the Leader of the Council are:

#### Political Leadership Skills

- ability to lead the political direction of the Council
- to lead the majority political party of the Council

#### Corporate Leadership Skills

- a detailed understanding of the strategic role of the Leader of the Council

- the skills and knowledge expected of the Leader of the Council, as set out in the Leader's role profile

### Thinking Skills

- Ability to think strategically
- Ability to develop a clear vision
- Ability to think creatively, challenge and generate innovative and effective solutions
- Ability to scrutinise and respond positively to feedback, challenges and ideas.

### Ambassadorial Skills

- Ability to manage the reputation of the Council, especially that of your Portfolio, as well as interacting with officers, Councillors, stakeholders, partners and the community.
- Ability to identify and exploit opportunities to promote the Council, to achieve corporate and community priorities.
- advanced communication skills and the ability to work constructively with officers, councillors, partners, the media, members of the public and other organisations
- advanced 'ambassadorial' skills, demonstrating the ability to represent the council at a sub-regional, regional, and national level

### Business Management Skills

- Understanding of the business of local government, especially budgets, corporate planning and performance management
- detailed understanding of the challenges and issues facing local government and the practical implications for the councillors in majority political party
- detailed understanding of the national policy framework and its impact on local policy development
- understanding of the relationship between national politics and local political leadership
- understanding of the role of the Minority Group Leaders
- knowledge of the work of national, regional and sub-regional bodies and understanding of the role of the Leader and council within them
- ability to manage conflicting responsibilities whilst dealing with a busy and complex workload often to tight timescales and deadlines
- advanced communication skills and the ability to work constructively with officers, councillors, partners, the media, members of the public and other organisations

### Team Working Skills

- Ability to be part of a team, working together for the success of the Council
- Ability to share responsibility for success and non-achievement

## Decision Making Skills

- Ability to analyse complex and often conflicting information
- Ability to make decisions linked to the strategic direction and priorities of the Council.
- Ability to ensure that the 'right' information and the 'right' people are involved in the decision-making process.

## Chairmanship Skills

- Ability to chair a meeting in a highly emotive atmosphere
- Ability to make chair a meeting involving complex and often conflicting information.

## **ROLE DESCRIPTION – DEPUTY LEADER OF THE COUNCIL**

### **Purpose of Role:**

The purpose of the Deputy Leader is to:

- support and deputise for the Deputy Leader of the Council
- To take responsibility within the Executive based on individual and/or collective responsibility for a delegated portfolio of services or functions of the council

### **Key roles and responsibilities**

The key roles and responsibilities of the Deputy Leader of the Council are to:

#### **1. Political leadership**

- (a) assist the Leader to provide effective political leadership and strategic direction for the council - this includes developing overall strategy, budgets, policy arrangements and service reviews, and representing the council in the community and in discussions with regional, national and international organisations
- (b) represent the council and the political administration in the community and elsewhere as required by the Leader
- (c) deputise for the Leader in their absence and undertake the duties set out in the role profile of the Leader of the Council insofar as it is permitted under the Constitution

#### **2. Corporate Leadership**

- (d) to take responsibility for a specific Cabinet Portfolio and share in undertaking executive responsibility for developing and progressing overall strategy, budget, policies, service delivery and priorities.
- (e) 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.
- (f) to liaise with other Councillors and appropriate Officers at all levels to progress Council business.
- (g) participate in the Cabinet and to implement agreed policies by taking responsibility individually and/or collectively for any portfolio allocated by the Leader of the Council, including providing a lead on and proposing new policy, strategy, programming, budget and service standards in line with the strategic themes set out in the Council and Cabinet Forward Plan

### **3. Partnership and community leadership**

In relation to the Deputy Lead's portfolio:

- (h) To encourage and participate in partnership working with organisations involved in the provision of services linked to the Cabinet Lead's portfolio.
- (i) to facilitate and encourage public participation and consultation and to ensure the effective communication of Council policies and strategies to all Councillors, employees, residents, partner organisations and other stakeholders in relation to the Deputy Leader's Portfolio
- (j) To lead the promotion of the priorities of the Deputy Leader's Portfolio amongst stakeholders and partners.
- (j) To represent the Council at and contribute to Local, national and international bodies/forums, to promote the interests of the Council, residents and local governance as required by the Leader of the Council.

### **4. Reporting and accountability**

- (k) To report as appropriate to Full Council, Cabinet and Scrutiny on the performance of the policies and services within the Deputy Lead's Portfolio.
- (l) To appear before the Scrutiny Boards as required.

### **5. Governance, Ethical Standards and relationships**

- (m) To promote and support good governance of the functions within the Deputy Leader's Portfolio.
- (n) To promote and support open and transparent government within the Deputy Leader's Portfolio.
- (o) To support and adhere to respectful, appropriate and effective relationships with officers.

### **6. Chairmanship**

N/A

### **7. Individual Decision making**

- (r) to make executive decisions on responsibilities delegated to him or her by the Leader of the Council

### **Key skills and knowledge**

The key skills and knowledge of the Deputy Leader of the Council are:

#### Political Leadership Skills

- ability to assist the Leader of the Council to lead the political direction of the Council

#### Corporate Leadership Skills

- a detailed understanding of the strategic role of the Leader of the Council
- the skills and knowledge expected of the Leader of the Council, as set out in the Leader's role profile

#### Thinking Skills

- Ability to think strategically
- Ability to develop a clear vision
- Ability to think creatively, challenge and generate innovative and effective solutions
- Ability to scrutinise and respond positively to feedback, challenges and ideas.

#### Ambassadorial Skills

- Ability to manage the reputation of the Council, especially that of Deputy Leader's Portfolio, as well as interacting with officers, Councillors, stakeholders, partners and the community.
- Ability to identify and exploit opportunities to promote the Council, to achieve corporate and community priorities relating to the Deputy Leader's Portfolio.

#### Business Management Skills

- Understanding of the services within the Deputy Leader's Portfolio, especially budgets, corporate planning and performance management and the challenges facing these services
- detailed understanding of the challenges and issues facing local government
- detailed understanding of the national policy framework and its impact on local policy development
- detailed understanding of the strategies and policies relating to the Deputy Leader's Portfolio
- ability to manage conflicting responsibilities whilst dealing with a busy and complex workload often to tight timescales and deadlines



- advanced communication skills and the ability to work constructively with officers, councillors, partners, the media, members of the public and other organisations

#### Team Working Skills

- Ability to be part of a team, working together for the success of the Council
- Ability to share responsibility for success and non-achievement

#### Decision Making Skills

- Ability to analyse complex and often conflicting information
- Ability to make decisions linked to the strategic direction and priorities of the Council.
- Ability to ensure that the 'right' information and the 'right' people are involved in the decision-making process.

#### Chairmanship Skills

- ability to chair a meeting in the absence of the Leader of the Council

## **ROLE DESCRIPTION - CABINET LEAD**

### **Purpose of Role:**

To take responsibility within the Executive based on individual and/or collective responsibility for a delegated portfolio of services or functions of the council

### **Duties and responsibilities:**

#### **1. Political Leadership**

N/A

#### **2 Corporate Leadership**

- (a) 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.
- (b) To liaise with other Councillors and appropriate Officers at all levels to progress Council business.
- (c) To speak on behalf of the Council in relation to Portfolio responsibilities including representing the Portfolio at Full Council, representing the Portfolio and 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.

#### **3. Partnership and community leadership**

In relation to the Cabinet Lead's portfolio:

- (d) To encourage and participate in partnership working with organisations involved in the provision of services linked to the Cabinet Lead's portfolio.
- (e) to facilitate and encourage public participation and consultation and to ensure the effective communication of Council policies and strategies to all Councillors, employees, residents, partner organisations and other stakeholders in relation to the Cabinet Lead's Portfolio.
- (f) To represent the Council at and contribute to Local, national and international bodies/forums, to promote the interests of the Council, residents and local governance in relation to the Cabinet Lead's Portfolio.

#### **4. Reporting and accountability**

- (g) To report as appropriate to Full Council, Cabinet and Scrutiny.
- (q) To appear before the Scrutiny Boards as required.

#### **5. Governance, Ethical Standards and relationships**

- (r) To promote and support good governance of the services within the Cabinet Lead's Portfolio.
- (s) To promote and support open and transparent government for the services within the Cabinet Lead's Portfolio.
- (t) To support and adhere to respectful, appropriate and effective relationships with officers.

#### **6. Chairmanship**

N/A

#### **7. Individual Decision Making**

- (w) to make executive decisions on responsibilities delegated to him or her by the Leader of the Council

**These duties and responsibilities are in addition to those detailed in the role description of a Ward Councillor.**

#### **Key skills and knowledge**

The key skills and knowledge of the Cabinet Lead are:

Political Leadership Skills

N/A

Corporate Leadership Skills

- advanced leadership skills for areas of individual responsibility advanced leadership skills for areas of individual responsibility
- ability to work as part of an executive team to drive forward the continuous improvement of the council

Thinking Skills

- Ability to think strategically
- Ability to develop a clear vision

- Ability to think creatively, challenge and generate innovative and effective solutions
- Ability to scrutinise and respond positively to feedback, challenges and ideas.

#### Ambassadorial Skills

- ability to represent the council in a variety of settings both inside and outside the council
- ability to communicate effectively and to work constructively with officers, councillors, partners, members of the public, the media and other organisations

#### Business Management Skills

- detailed understanding and in-depth knowledge of the respective portfolio, the scope and range of the relevant services for which they are responsible and an awareness of current agreed policies in respect of those services
- detailed understanding of the national policy framework and its impact on local policy development for areas of individual responsibility ability to challenge the status quo and deal with complex strategic issues and problems
- ability to manage a busy and complex workload, often to tight timescales and deadlines

#### Team Working Skills

- ability to work as part of an executive team to drive forward the continuous improvement of the council

#### Decision Making Skills

- ability to analyse complex and often conflicting information
- ability to make decisions linked to the strategic direction of the Council

## **ROLE DESCRIPTION – GOVERNANCE, AUDIT AND FINANCE BOARD CHAIRMAN**

### **Purpose of Role**

The purpose of a Chairman of a Governance, Audit and Finance Board is to:

- chair and manage the business of the committee in accordance with its terms of reference
- ensure that the Council's Cabinet and executive paid officers, also the council's statutory partners, are properly held to account, in accordance with legislation
- ensure that Board make a positive contribution to the development of the Council's budget and policy and the continuous improvement of the council's operations
- lead the overview and scrutiny function and holding specific responsibility for the programming and direction of reviews, accessing professional advice, where appropriate, and the assembly and presentation of reports to council (including minority reports, where necessary)
- provide strong and fair leadership and clear guidance to Members and officers in respect of the overview and scrutiny function of the Board
- lead and promote the reviews undertaken by the Board and its Panels

### **Duties and Responsibilities:**

The purpose of Chairman of the Board is to:

#### **1 Political Leadership**

N/A

#### **2 Corporate Leadership**

- (a) to oversee key elements of governance including audit, remuneration and managing conflicts of interest.
- (b) have a lead role in ensuring that the Council, its members and officers behaves with the utmost probity always.
- (c) sign the Council's approved Statement of Accounts and Letter of Representation
- (b) take a lead role in scrutinising policy decisions taken by the Cabinet or Cabinet Lead and monitoring/using the Call-in Procedure as appropriate
- (c) take a lead role in scrutinising the decisions of the executive paid officers, following a similar approach to above

- (e) lead the investigation of policy proposals, in particular by leading the Board in determining a timetable for investigation and obtaining preliminary background information, selecting witnesses and determining whether evidence is to be given orally or in writing

### **3. Partnership and community leadership**

- (d) ensure that overview and scrutiny is publicised and communicated to build understanding of its role both within and outside the council
- (e) encourage scrutiny of the council's partners and engage on a regular basis with the council's senior partners (including the Police Authority, Fire and Rescue Service, and Primary Care Trust)
- (f) encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in overview and scrutiny matters

### **4. Reporting and accountability**

- (g) to produce an annual report on the work of the Board to Full Council.
- (h) to be accountable to the Council for the actions of the Board
- (i) to be accountable for the Board's work programme

### **5. Governance, Ethical Standards and relationships**

- j) To promote and support good governance of the Council.
- (j) To promote and support open and transparent government.
- (k) ensure that appropriate and effective whistle blowing and anti-fraud systems are in place.
- (l) to ensure that overview and scrutiny contributes to effective decision-making
- (m) oversee the Boards role in monitoring and upholding the ethical standards of the Council
- (n) ensure that the work of the Board, and its Panels contributes to the delivery of continuous improvement in services and the implementation of best practice
- (u) To support and adhere to respectful, appropriate and effective relationships with officers.
- (v) be responsible for the constitutional arrangements relating to the taking of decisions, relating to the terms of reference of the Board to

which the Chairman has been appointed, on the grounds of urgency if they are not on the forward plan or are outside the budget and policy framework

- (w) ensure that the work of the Board, and its Panels contributes to the delivery of continuous improvement in services and the implementation of best practice
- (x) maintain an overview of the overview and scrutiny function and to learn from practice elsewhere, ensuring the continuing development of overview and scrutiny through improving both practice and how it is organised
- (y) To adhere to the Code of Conduct, Member/Officer Protocol and the highest standard of behaviour in public office.

## **6 Chairmanship**

- (z) chair the meetings of the Board ensuring effective contributions from each member of the Board

## **7 Individual Decision Making**

N/A

### **Skills Required**

The key skills and knowledge required of a Chairman of a Scrutiny board are:

#### **Skills Required:**

##### **Thinking Skills**

- Ability to think strategically
- Ability to develop a clear vision
- Ability to think creatively, challenge and generate innovative and effective solutions
- Ability to scrutinise

##### **Leadership Skills**

- the ability to motivate members of the Board and officers to actively take part in scrutiny reviews

##### **Ambassadorial Skills**

- the ability to represent the council and champion the overview and scrutiny function in a variety of settings both inside and outside the council

- the ability to communicate effectively and to work constructively with officers, councillors, partners, members of the public, the media and other organisations

### **Chairmanship Skills**

- a detailed knowledge of the challenges facing: the overview and scrutiny function; the Council's financial position; the governance arrangements of the Council and the role of the Chairman in addressing them
- a detailed understanding of the legal and constitutional arrangements relating to the overview and scrutiny function and particularly those of the Board Chairman
- The ability to chair meetings which can take place in a highly emotive atmosphere

### **Business Management Skills**

- Understanding of the business of local government, especially budgets, corporate planning and performance management
- have the skills, knowledge and experience to assess and confirm that appropriate systems of internal control and assurance are in place for all aspects of governance, including financial and risk management have an understanding of the role of audit in wider accountability frameworks
- have an understanding of the Council's resource allocations and a general knowledge of the accounting regime within which the Council operates
- a detailed understanding of the council's approach to overview and scrutiny and its relationship with the other parts of the council's decision-making structures
- ability to manage scrutiny reviews

### **Team Working Skills**

- Ability to be part of a team, working together for the success of a scrutiny review and the success of the Council
- Ability to share responsibility for success and non-achievement

### **Decision Making Skills**

- Ability to analyse complex and often conflicting information
- Ability to make decisions linked to the strategic direction and priorities of the Council.
- the ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence
- advanced listening skills and questioning skills



## **ROLE DESCRIPTION – SCRUTINY BOARD CHAIRMEN**

### **Purpose of Role**

The purpose of a Chairman of a Scrutiny Board is to:

- ensure that the Council's Cabinet, executive paid officers, and the council's statutory partners, are properly held to account, in accordance with legislation
- ensure that scrutiny boards make a positive contribution to the development of policy and the continuous improvement of the council's operations
- lead the overview and scrutiny function and chair meetings of a scrutiny board holding specific responsibility for the programming and direction of reviews, accessing professional advice, where appropriate, and the assembly and presentation of reports to council (including minority reports, where necessary)
- provide strong and fair leadership and clear guidance to Members and officers in respect of the overview and scrutiny function
- lead and promote the reviews undertaken by the Scrutiny Boards and Panels

### **Duties and Responsibilities:**

The purpose of Chairman of a Scrutiny Board to the Board he or as he has been appointed is to:

#### **1 Political Leadership**

N/A

#### **2 Corporate Leadership**

- (a) take a lead role in scrutinising policy decisions taken by the Cabinet or Cabinet Lead and monitoring/using the Call-in Procedure as appropriate
- (b) take a lead role in scrutinising the decisions of the executive paid officers, following a similar approach to above
- (c) lead the investigation of policy proposals, in particular by leading the Board in determining a timetable for investigation and obtaining preliminary background information, selecting witnesses and determining whether evidence is to be given orally or in writing

#### **3. Partnership and community leadership**

- (d) ensure that overview and scrutiny is publicised and communicated to build understanding of its role both within and outside the council
- (e) encourage scrutiny of the council's partners and engage on a regular basis with the council's senior partners (including the Police Authority, Fire and Rescue Service, and Primary Care Trust)

- (f) encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in overview and scrutiny matters

#### **4. Reporting and accountability**

- (g) to produce an annual report on the work of the Board to Full Council.
- (h) to be accountable to the Council for the actions of the Board
- (i) to be accountable for the Board's work programme

#### **5. Governance, Ethical Standards and relationships**

- j) To promote and support good governance of the Council.
- (j) To promote and support open and transparent government.
- (l) to ensure that overview and scrutiny contributes to effective decision-making
- (n) ensure that the work of the Board, and its Panels contributes to the delivery of continuous improvement in services and the implementation of best practice
- (u) To support and adhere to respectful, appropriate and effective relationships with officers.
- (w) ensure that the work of the Board, and its Panels contributes to the delivery of continuous improvement in services and the implementation of best practice
- (x) maintain an overview of the overview and scrutiny function and to learn from practice elsewhere, ensuring the continuing development of overview and scrutiny through improving both practice and how it is organised
- (y) To adhere to the Code of Conduct, Member/Officer Protocol and the highest standard of behaviour in public office.

#### **6 Chairmanship**

- (z) chair the meetings of the Board ensuring effective contributions from each member of the Board

#### **7 Individual Decision Making**

N/A

## **Skills Required**

The key skills and knowledge required of a Chairman of a Scrutiny board are:

### **Skills Required:**

#### Thinking Skills

- Ability to think strategically
- Ability to develop a clear vision
- Ability to think creatively, challenge and generate innovative and effective solutions
- Ability to scrutinise

#### Political Leadership Skills

- ability to lead the political direction of the Council
- to lead the majority political party of the Council

#### Corporate Leadership Skills

- the ability to motivate members of the Board and officers to actively take part in scrutiny reviews

#### Ambassadorial Skills

- the ability to represent the council and champion the overview and scrutiny function in a variety of settings both inside and outside the council
- the ability to communicate effectively and to work constructively with officers, councillors, partners, members of the public, the media and other organisations

#### Chairmanship Skills

- a detailed knowledge of the challenges facing: the overview and scrutiny function; the Council's financial position; the governance arrangements of the Council and the role of the Chairman in addressing them
- a detailed understanding of the legal and constitutional arrangements relating to the overview and scrutiny function and particularly those of the Board Chairman
- The ability to chair meetings which can take place in a highly emotive atmosphere

#### Business Management Skills

- Understanding of the business of local government, especially budgets, corporate planning and performance management

- a detailed understanding of the council's approach to overview and scrutiny and its relationship with the other parts of the council's decision-making structures
- ability to manage scrutiny reviews

#### Team Working Skills

- Ability to be part of a team, working together for the success of a scrutiny review and the success of the Council
- Ability to share responsibility for success and non-achievement

#### Decision Making Skills

- Ability to analyse complex and often conflicting information
- Ability to make decisions linked to the strategic direction and priorities of the Council.
- the ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence
- advanced listening skills and questioning skills

## **ROLE DESCRIPTION – CHAIRMAN OF THE DEVELOPMENT MANAGEMENT COMMITTEE**

### **Purpose of Role:**

The purpose of the Chairman of the Development Management Committee is to:

- chair and manage the business of the committee in accordance with its terms of reference

### Duties and responsibilities:

The key duties and responsibilities of the Chairman of the Development Management Committee are to:

#### **1 Political Leadership**

N/A

#### **2 Corporate Leadership**

N/A

#### **3. Partnership and community leadership**

N/A

#### **4. Reporting and accountability**

- (a) to be accountable to the Council for the actions of the Committee

#### **5. Governance, Ethical Standards and relationships**

- (b) demonstrate fair and open decision-making by, or on behalf of, the committee
- (c) encourage the highest standards of behaviour and probity
- (d) monitor any planning legislative changes and ensure that members are advised immediately of such changes and are aware of the implications to current and future planning applications
- (e) To adhere to the Code of Conduct, Member/Officer Protocol and the highest standard of behaviour in public office.

#### **6 Chairmanship**

- (f) chair the meetings of the Committee ensuring effective contributions from each member of the Committee

- (g) ensure that contributions by the public are facilitated and controlled in accordance with the agreed procedures
- (h) Chair the Site Viewing Working Party to ensure that all relevant facets of the application are considered and understood by members and that further requested information or clarification is provided in a timely manner

## **7 Individual Decision Making**

N/A

### **Skills Required**

#### **Thinking Skills**

- Ability to think within the legislative requirements, guidelines and the Council's Local plan policies

#### **Leadership Skills**

N/A

#### **Ambassadorial Skills**

N/A

#### **Chairmanship Skills**

- a detailed knowledge of the legislation and guidance relating to development management
- a detailed understanding of the constitutional arrangements relating to development management and particularly those of the Committee Chairman
- The ability to chair meetings which can take place in a highly emotive atmosphere

#### **Business Management Skills**

N/A

#### **Team Working Skills**

N/A

## **Decision Making Skills**

- Ability to make decisions in accordance with planning law and guidelines and the Council's policies.
- advanced listening skills and questioning skills

## **ROLE DESCRIPTION – CHAIRMAN OF THE LICENSING COMMITTEE**

### **Purpose of Role:**

The purpose of the Chairman of the Licensing Committee is to:

- chair and manage the business of the committee in accordance with its terms of reference

### **Responsibilities**

#### **1 Political Leadership**

N/A

#### **2 Corporate Leadership**

N/A

#### **3. Partnership and community leadership**

N/A

#### **4. Reporting and accountability**

- (a) to be accountable to the Council for the actions of the Committee

#### **5. Governance, Ethical Standards and relationships**

- (b) demonstrate fair and open decision-making by, or on behalf of, the committee
- (c) encourage the highest standards of behaviour and probity
- (d) monitor any licensing legislative changes and ensure that members are advised immediately of such changes and are aware of the implications to current and future licensing applications
- (e) To adhere to the Code of Conduct, Member/Officer Protocol and the highest standard of behaviour in public office.

#### **6 Chairmanship**

- (f) chair the meetings of the Committee ensuring effective contributions from each member of the Committee
- (g) ensure that contributions by the public are facilitated and controlled in accordance with the agreed procedures



## **7 Individual Decision Making**

N/A

### **Skills Required**

#### **Thinking Skills**

- Ability to think Ability to think within the legislative requirements, guidelines and the Council's policies

#### **Leadership Skills**

N/A

#### **Ambassadorial Skills**

N/A

#### **Chairmanship Skills**

- a detailed knowledge of the legislation and guidance relating to Licensing
- a detailed understanding of the constitutional arrangements relating to committee procedures and licensing
- The ability to chair meetings which can take place in a highly emotive atmosphere

#### **Business Management Skills**

N/A

#### **Team Working Skills**

N/A

#### **Decision Making Skills**

- Ability to make decisions in accordance with the licensing legislation and guidelines and Council's policies.
- advanced listening skills and questioning skills

## **ROLE DESCRIPTION – CHAIRMAN OF THE JOINT HUMAN RESOURCES COMMITTEE**

### **Purpose of Role:**

The purpose of the Chairman of the Joint Human Resources Committee is to:

**1 Political Leadership**

N/A

**2 Corporate Leadership**

N/A

**3. Partnership and community leadership**

N/A

**4. Reporting and accountability**

(a) to be accountable to the Council for the actions of the Committee

**5. Governance, Ethical Standards and relationships**

(b) demonstrate fair and open decision-making by, or on behalf of, the committee

(c) encourage the highest standards of behaviour and probity

(d) To adhere to the Code of Conduct, Member/Officer Protocol and the highest standard of behaviour in public office.

**6 Chairmanship**

(f) chair the meetings of the Committee ensuring effective contributions from each member of the Committee

(g) ensure that contributions by the public are facilitated and controlled in accordance with the agreed procedures

**7 Individual Decision Making**

N/A

### **Skills Required**

## **Skills Required:**

### **Thinking Skills**

- Ability to think strategically

### **Leadership Skills**

N/A

### **Ambassadorial Skills**

N/A

### **Chairmanship Skills**

- a detailed understanding of the constitutional arrangements relating to development management and particularly those of the Committee Chairman
- The ability to chair meetings which can take place in a highly emotive atmosphere

### **Business Management Skills**

N/A

### **Team Working Skills**

N/A

### **Decision Making Skills**

- Ability to analyse complex and often conflicting information
- Ability to make decisions linked to the strategic direction and priorities of the Council.
- advanced listening skills and questioning skills

## **ROLE DESCRIPTION – LEADER OF A MINORITY POLITICAL PARTY**

### **Purpose of Role:**

The Leader of a minority political party provides political leadership to a minority party.

### **Duties and responsibilities**

#### **1. Political leadership**

- (a) To provide political leadership for a minority political party of the Council.
- (b) To be the principal political spokesperson for a minority party of the Council..

#### **2. Corporate leadership**

N/A

#### **3. Partnership and community leadership**

N/A

#### **4. Reporting and accountability**

N/A

#### **5. Governance, Ethical Standards and relationships**

- (r) To promote and support good governance of the minority party of the Council.

#### **6. Chairmanship**

N/A

#### **7 Individual Decision Making**

N/A

### **Key skills and knowledge**

The key skills and knowledge of the Leader of the Council are:

Political Leadership Skills

- ability to lead the political direction of a minority political party

## Corporate Leadership Skills

N/A

## Thinking Skills

- Ability to think strategically
- Ability to develop a clear vision
- Ability to think creatively, challenge and generate innovative and effective solutions
- Ability to scrutinise and respond positively to feedback, challenges and ideas.

## Ambassadorial Skills

N/A

## Business Management Skills

N/A

## Team Working Skills

- Ability to be part of a team, working together for the success of the Council

## Decision Making Skills

N/A

## Chairmanship Skills

N/A