

# **Member Role Guide 2016**

## Introduction

Welcome to this Member Role Guide which examines the main roles that are required of our elected Members. The Council supports Member Development through varied mechanisms. This guide is just one element of support that aims to set out a detailed description of the varied roles that may be expected of Members. It provides clarity for both Councillors and officers about what is expected in these roles. It also broadly outlines some of the skills and attributes that may be required to help to develop these so Councillors can easily identify any gaps in their skills and knowledge, which might impact on their effectiveness in carrying out their roles. It is not meant to be exhaustive or prescriptive but to provide an understanding of what a role involves.

## Development of the Guide

The roles' descriptions have been developed based on:

- Contributions and experiences of Elected Members and non-elected, co-opted Members
- Existing practice at NK
- Consideration of national guidance and good practice in other Authorities and have taken account of support advice outlined in the Political Skills Framework – A Councillor's Toolkit
- Guidance and input from the Member Development Panel

## How the Guide Will Work

The Guide will be available to our elected Members and to the non-elected Members to assist them in the roles they undertake today. Additionally, it will support Members in roles or positions that they may wish to undertake on behalf of the Authority and their community.

## Aims of the Guide

The aim of the Guide is to realise a number of uses and benefits, for example:

- A reference that outlines the different Member roles within the Authority.
- To explain the responsibilities that the roles require, beneficial as part of the Council's induction process for newly elected Councillors and Councillors who are changing their role within North Kesteven on becoming a Chairman.
- A tool for officers to help support Members in carrying out these responsibilities.
- To assist elected Members and co-opted, non-elected Members with their personal development planning by providing a checklist to identify their development needs, both for roles they are currently undertaking and for future roles to support succession planning.
- As part of best practice for the Councillor Development Charter, the Council's workforce planning element for Members and to help with 'use of resources' by showing that the Council fosters an environment that develops an understanding of the financial and governance roles for Members.

## Continuous Improvement

The Guide will be periodically updated to ensure it remains relevant and reflective of any changes in local practice and government policy.

# District Councillor Role

## Form and promote the Council's priorities across the District

This section outlines the general roles that a Councillor has to play within the District Council in serving on committees, panels and on other Council business and corresponds with the Six Core Skills for Councillors that make up the LGA's Political Skills Framework.

### Local Leadership

- Develop and maintain a working knowledge of the other organisations and services which serve the District. This may also involve you in consultative processes with the community and with other organisations.
- Attend Parish or Town Council meetings as considered appropriate.
- If you are a member of a political group, you will be expected to participate in its activities.
- Commitment to the ethos of public service.
- Community well-being: Actively lead and champion the interests of the local community.
- Community Engagement: Maintain ongoing support and contact with constituents, key players and groups within the community.

### Scrutiny and Challenge

- Regularly attend other meetings as appropriate, contributing actively to any required decision making, based on the evidence available. In terms of regulatory duties, this includes making objective decisions based on all the evidence available. In this role, attention must be paid to relevant considerations, reviewing and weighing all evidence, considering each case on its own merits and acting fairly and within the law.
- Being effective in presenting arguments in support of an individual or a cause.

### Communication Skills

- Provide a link between the Council and the community, representing the Authority to the Community, and the Community to the Authority through various forums. This may entail working in partnership with other local organisations to identify and pursue local needs and aspirations and encouraging community action.

- Brief any substitute that is appointed on your behalf on issues relating to a meeting on those occasions when personal attendance is not possible and where substitutes are permitted.
- Having a wide range of contacts to interact with so as to promote the Council's priorities and objectives.
- Formal written and verbal presentation of views and ideas delivered to match the needs of the recipients.
- Day to day communication that encourages a free exchange of views and feelings.
- Listening skills with the ability to respond appropriately, particularly in dealing with the needs of constituents.
- The ability to use appropriate interpersonal skills and communication methods to present arguments and gain agreement.
- Facilitation skills by showing sensitivity and exploring different points of view in an attempt to achieve optimal solutions. Presentational and public speaking skills, taking into account the context and nature of the event, and the size and composition of the audience.
- An empathetic approach to understanding constituent problems or concerns.
- Mentoring: Develop a willingness and practice skill to share their knowledge and experiences with colleagues, particularly newly elected Members.

### Political Understanding

- Contribute constructively to the good governance of the District, ensuring the effective running of the Council.
- Keep up to date with all developments affecting the District and the Council, including Government policies and prospective legislation. This will include awareness of progress in preparing, agreeing and delivering the Council's corporate priorities, its policies and procedures.
- Develop and maintain a working knowledge of the Authority's services, management arrangements, powers/duties, and constraints, and to develop good working relationships with relevant officers of the Council.
- Conduct the business of the Council within the Council and not through the written or broadcast media.
- Maintain confidentiality in all relevant Council business.

- Help to develop cohesion and work across political boundaries without compromising political values.
- Demonstrate a clear understanding of the processes by which decisions are made at different levels within the Council, key contact officers, service procedures.
- Basic understanding of the resourcing provision of local Authority services. More in depth understanding of budgeting and control systems will depend upon the level of Member involvement in finance related activities within the Council.
- Awareness of internal and external key players/stakeholders and the impact they have upon the work of the Council in achieving its goals. Understanding local and national political landscapes.

### **Partnership Working**

- Participate in the activities of an outside body to which you are appointed, providing two way communication between the organisation and the District Council. This will include developing and maintaining a working knowledge of the District Council's policies and practices in relation to that body and of the community's needs in respect of that body's role and function.
- Maintain effective working relationships with local County Councillors plus Town and Parish Councils and Parish Meetings within the ward by keeping them informed about District Council activities and discussing ward matters with them as appropriate. Attendance at the Parish Cluster meetings can help with this.
- Develop and maintain effective working relationships with officers and other Members of the Council to promote the Council's objectives.

### **Regulating and Monitoring**

- Fulfil the statutory and locally determined requirements of an elected Member of a local Authority and of North Kesteven District Council. This includes compliance with all relevant Codes of Conduct as set out in the Council's Constitution, and in accordance with all relevant legislation.
- Regularly attend meetings of the full Council and effectively participate in those decisions and activities reserved to the full Council, contributing to the effectiveness of the Council meeting, for example, setting budget and Council Tax, overall priorities and strategy.
- Be responsible for continuous personal development, taking advantage of learning opportunities to build on understanding and knowledge.
- Showing transparency and openness in the Council's decision making process and being receptive to challenges.
- Acting in a way that shows respect for all, ensuring equality at all times.
- Understanding, application and compliance of the Code of Conduct for Councillors, the Planning Code of Conduct, ethics and standards, and the role of the Standards Committee.
- Understanding of legislation and Council policies to which Members must adhere, for example, Freedom of Information, Data Protection Act, Environmental Information Regulations, Equality and Diversity, and the Council's complaints procedure.
- Understanding the role and powers of external organisations such as CIPFA and the Local Government Ombudsman.
- Awareness of national and local party manifesto and policies of local group, if applicable.

# Ward Councillor Role

## Representing and Serving the Community

This section focuses on some of the roles required in your local leadership capacity, as a representative of the people in your communities and a community advocate and corresponds with the Six Core Skills for Councillors that make up the LGA's Political Skills Framework.

### Local Leadership

- Represent the authority to the community, and the community to the authority;
- Advise residents of the Council services available;
- Undertake case work for residents and act as an advocate in resolving concerns or grievances;
- Communicate with local people and answer enquiries;
  - about decisions that affect them,
  - about opportunities in the community,
  - regarding the rights of constituents in North Kesteven,
  - as to why decisions are made;
- Be aware of safeguarding implications and issues;
- Protect and promote the wellbeing of children, young people and adults at risk, through vigilance and professional curiosity;
- Be familiar with, and act in accordance with, the NKDC Safeguarding Policy;
- Lead and champion the interests of the local community, parishes and effectively represent the interests of the Ward and its constituents.

### Scrutiny and Challenge

- Contribute to the formation and scrutiny of the Authority's policies, budget, strategies and service delivery;
- Contribute to the scrutiny of decision making and review of the policies and services of the council;

## Communication Skills

- Ability to communicate with a range of audiences.
- Active listening and questioning skills.
- Presentation skills.
- Public speaking.
- Risk assess and/or avoid situations which may expose you to allegations or physical harm.

## Political Understanding

- Develop and maintain a knowledge of the Council and develop working relationships with its officers
- Inform the debate at Full Council meetings and contribute to the effectiveness of the Council meeting;
- Consider reports in the context of the wider responsibility to the authority;

## Partnership Working

- Represent the Council on outside bodies and to participate effectively in the appointed role and, where appropriate, to represent those bodies within North Kesteven
- Attend local parish council meetings within your district ward, to gauge views and answer questions / provide advice.

## Regulating and Monitoring

- Fulfil the legal and local requirements placed on an elected member, in accordance with the Council Code of Conduct for Councillors;
- Be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.
- Adhere to North Kesteven District Council's Safeguarding Policy and have an awareness of who to raise concerns with.

# General Committee Chairmanship Role

Below are some of the general roles and responsibilities that are associated with chairing any Committee / Panel meeting. More specific advice for the various Committees / Panels is set out later in this guide.

In the course of the Chairman or Vice Chairman's duties, advice can always be sought from a Democratic Services Officer, the Corporate Management Team, Heads of Service or relevant Officers.

## Local Leadership

- Be acquainted with the issues and relevant policy or Standing Orders and the terms of reference for the meeting/committee.
- Provide leadership and direction; guide the meeting through the agenda, providing clarity as required.
- Chair the meeting in a fair and open manner in accordance with its terms of reference.
- Support and encourage relevant contributions from each member of the committee or panel.
- Provide appropriate support to enable colleagues to achieve their potential and effectiveness, including the arrangement of wider development opportunities as and when necessary.
- Preserve order and prevent any speaking on irrelevant issues.
- Be impartial and include all present.
- Be able to give immediate rulings on procedure/points of order.
- Have regard for high standards of behaviour and ethics.
- Be prepared to make a casting vote when there are equality of votes made.

## Partnership Working

- Develop and maintain good working relationships with officers.
- Work with officers to develop agendas, work programmes or schedules for the Committee / Panel.
- Represent the Council and the Committee / Panel when liaising with outside bodies.
- Understanding the role of advisors, who are not NKDC officers, and their relationship to the Committee/Panel.

## Communication Skills

- Communicate effectively with a range of audiences.
- Use appropriate language so as to make the reports and meeting jargon-free and more accessible and understandable by the public.
- During meetings, clearly communicate with the meeting participants on proposals and amendments in order to maintain a clear sense of the meeting.
- Ensure the public are aware of any health and safety guidance in relation to the meeting.
- Actively listen and question.
- Develop and maintain effective presentational skills and public speaking skills to match the needs of the recipients.

## Political Understanding

- Be impartial and include all present.
- Develop and maintain a good knowledge of the Council.
- Consider reports in the context of the wider responsibility to the authority.
- Support and encourage relevant contributions from each member of the committee or panel.
- Inform the debate at Full Council meetings when required/as appropriate and contribute to the effectiveness of the Council meeting.

## Scrutiny and Challenge

- Encourage a safe environment for Members to constructively challenge and feedback to others.
- Encourage Members to present arguments that are concise, meaningful and easily understood.

## Regulating and Monitoring

- Fully understand the relevant legal responsibilities placed upon the committee, and follow protocol when evaluating arguments and making decisions.
- Encourage Members to balance public needs and local policy.
- Monitor progress and seek feedback on their own learning needs.
- Be aware of the legal and local requirements placed on elected Members, by the Council's Code of Conduct for Councillors.
- Be responsible for personal development and undertake appropriate development opportunities for continuous improvement.
- Ensure that contributions by the public are encouraged, facilitated and controlled in accordance with the agreed procedure.

## General Committee Vice Chairmanship Role

Please see the General Committee Chairmanship role. It is important that the Committee Vice Chairman is familiar with the role of the Committee Chairman in order to support them effectively. They must also be prepared to act as Committee Chairman in their absence.

In addition, the Vice Chairman has the following responsibilities: -

- Being the eyes and ears of the Chairman during the meeting, and advising the Committee Chairman of any issues that arise.
- During each agenda item, noting down the names of Members who wish to speak, and the order in which they indicate their wish to speak, and discreetly advising the Chairman accordingly.
- Attending any run-through meetings with the Committee Chairman, prior to Committee/ Panel meetings (as appropriate)

In addition the Planning Committee Vice Chairman has the following responsibilities:-

- Act as Vice Chairman of Planning Sub Committees

In addition the Licensing Vice Chairman has the following responsibilities: -

- Act as Chairman when required /as appropriate of Licensing Sub Committees/Panels

# Chairman of the Council

Each year, at the Council's Annual Meeting, Members elect a Chairman of the Council. The Chairman is the ceremonial head of the whole Council and its District representative at civic and social occasions for that year. The office is created by statute and confirms social precedence on the office holder in carrying out the ceremonial and Standing Order duties of the office. There are a number of established protocol and customs which surround the office and include hosting the Council's civic functions such as the Civic Service which takes place towards the beginning of the municipal year and the Civic Reception. The Chairman also nominates charities and is actively involved in fundraising for these with the support of officers. It is important that the Chairman maintains an apolitical stance especially when chairing Council meetings. Any elected Member of the Council is eligible for appointment to the office of Chairman and Vice-Chairman unless he/she is a Member of the Executive Board. These skills listed below correspond with the Six Core Skills for Councillors that make up the LGA's Political Skills Framework and are in addition to those provided under the Ward and District Councillor Roles.

## Local Leadership

- Ambassadorial skills to represent the Council both within and outside the Council with a wide range of contacts.
- Political judgement and integrity to make sound and consistent decisions in the best interests of the Council.
- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of North Kesteven.
- Chairing and meeting skills to ensure that meetings progress effectively.
- Impartiality and objectivity, encouraging appropriate participation and offering feedback as required.
- People management and team working skills to establish an effective working relationship with support officers.
- Work planning and organisational skills to oversee the work programme and agenda development.
- Facilitation skills to ensure that all participants are able to make an appropriate contribution, including encouraging new Members to make a contribution.
- Recognising and celebrating success.

## Scrutiny and Challenge

- Encourage the highest standards of probity and corporate governance ensuring that all aspects of the Council's business are conducted ethically with regard to established Codes of Conduct.
- Analysing information quickly and presenting information in a concise and meaningful way.

## Communication Skills

- Chairing skills.
- Public speaking skills.
- Listening and questioning skills.
- Effective presentational and public speaking skills delivered to match the needs of the recipients.
- Persuasion and influencing skills to present arguments in a way that will gain agreement at all levels.
- Provide appropriate support to enable colleagues to achieve their potential and effectiveness.

## Political Understanding

- In depth knowledge of the Council's Standing Orders, meeting protocol, Codes of Conduct and ethical standards.
- Political awareness and detailed knowledge of the challenges facing local government.
- Knowledge of current reputation and issues for the Council.

## Partnership Working

- Develop and maintain effective working relationships with officers and other Members of the Council to promote the Council's objectives
- Promote public involvement in the Council's activities and act as a contact between Members of the public and organisations and the District Council.

## Regulating and Monitoring

- Be able to interpret the Constitution, with guidance, where needed.



## Vice Chairman of the Council

Each year, at the Council's Annual Meeting, Members elect a Chairman and Vice-Chairman of the Council. The Chairman is the ceremonial head of the whole Council and its District representative at civic and social occasions for that year and the Vice-Chairman is expected to support the Chairman. They must also be prepared to act as Chairman in their absence.

Any elected Member of the Council is eligible for appointment to the office of Chairman and Vice-Chairman unless he/she is a Member of the Executive Board.

Please see the Chairman of the Council role. It is important that the Vice-Chairman is familiar with the role of the Chairman.

## Leader of the Council

The Leader of the Council is elected for a 4 year term by Full Council. The Leader can then appoint a Deputy Leader and up to eight further Executive Members. The Leader may delegate these Members specific areas of responsibility. The skills listed below correspond with the Six Core Skills for Councillors that make up the LGA's Political Skills Framework and are in addition to those provided under the Ward and District Councillor Roles.

### Local Leadership

- Be the ambassadorial voice of the Council, for example, in its dealings with Central Government, other local authorities and association, positively promoting the Council.
- Leadership skills with a clear vision of what the Council is aiming to achieve, encouraging colleagues and officers to realise these goals.
- Strong commitment to delivering excellent public services in North Kesteven, to maintain and continuously improve high standards.
- Political judgement and integrity to make sound and consistent decisions in the best interests of the Council.
- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of North Kesteven.
- Sound ambassadorial skills to represent the Council both within and outside the Council with a wide range of relevant contacts interacting in such a way as to promote the Council's goals and ambitions.
- Business awareness to actively promote interagency cooperation and pursue opportunities for collaboration towards common goals and vision.

- Drive to build effective relationships with external partners and seize opportunities.
- Self-confidence and assertiveness when representing the Council in adverse and sensitive circumstances, including when difficult or unpopular decisions are taken.
- Chairmanship skills.
- Undertake the role of community leader, building a vision for the area and leading the Council and its partners towards realisation of that vision and how it can be delivered.
- Foster an environment that encourages other Members to actively help in delivering services.

### Scrutiny and Challenge

- Understand the purpose and role of Overview and Scrutiny and the Executive Board requirement to respond to Scrutiny.
- Ensure through working with the Chief Executive the long term financial, business and economic stability of the Council.
- Encourage the highest standards of probity and corporate governance for the wellbeing of the District ensuring that all aspects of the Council's business are conducted ethically with regard to established Codes of Conduct.

### Communication Skills

- Working with the media whilst being able to identify when additional support from public relations specialists is required, to ensure the Council is positively represented.
- Listening and questioning skills that encourage a free interchange of ideas.
- Presentational and public speaking skills delivered to match the needs of the recipients.

- Persuasion and influencing skills to present arguments in a way that will gain agreement at all levels.
- Appropriate support to enable colleagues to achieve their potential and effectiveness.
- Managing change and conflict, exploring the various points of view.
- Ensure that colleagues and others are clear about the strategies and goals of the Council and the criteria for judging success.

### Political Understanding

- Understanding and effective use of the Authority's processes and structures to achieve the Council's goals and targets, including the long term vision.
- Detailed understanding of the Council's Constitution, Codes of Conduct and other key policies, together with the legally defined role of the Chief Executive and other senior officers.
- Financial planning in setting and reviewing the Council's finances.
- Understanding of the wider, national issues facing elected Members and the practical implications for the Authority's Members.
- Risk Management awareness and ability to evaluate decisions in terms of the level of risk.

### Partnership Working

- Develop and maintain effective working relationships with officers and other Members of the Council to promote the Council's objectives.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the different kind of partnerships, public and private sector organisations.

- Be the key contact for outside organisations (including Central Government, Local Authority Associations and Council partners).
- Represent the Council on the Local Strategic Partnership and other key local, sub- regional and regional partnerships.
- Foster links with other Leaders in the sub-region to maximise benefits and opportunities for Lincolnshire.
- Communicate the Administration's policies and priorities to the Corporate Management Team and to receive their advice.
- Ensure effective corporate governance, including working with opposition groups to seek to achieve, where possible, cross-party cooperation.
- Build and maintain working relationships with the Chairmen and Vice-Chairmen of the Overview and Scrutiny Panels.

### Regulating and Monitoring

- Provide the political leadership and direction to the Council, including proposing the policy framework within which the Council operates and to take such executive action as may be delegated by the Authority.
- Chair the Executive Board and ensure that its work is conducted in accordance with the Council's Constitution and with due regard to any statutory provisions set out in legislation.
- Ensure the Executive Board collectively acts in accordance with its terms of reference.
- Ensure the effective integration of roles and responsibilities within the Executive Board Membership through Special Interest in areas relating to the Council's service delivery.
- Carry out the other responsibilities as an Executive Board Member as detailed separately.

## Deputy Leader of the Council

The Deputy Leader of the Council is appointed by the Leader of the Council.

Please see the Leader of the Council role. It is important that the Deputy Leader is familiar with the role of the Leader of the Council in order to support them effectively. They must also be prepared to act as Leader of the Council in their absence.

Please also see the Executive Board Member role, General Vice Chairman role, and Ward and District Councillor Roles.

# Political Group Leader

For a political Group to exist, Members of the Group (comprising at least 2 Members) must sign a notice in writing that they wish to be treated as a political Group and must deliver this to the Chief Executive. The political Group must give a name for the Group and also its leader. The Group may specify the name of one other member of the Group who is authorised to act in the place of the leader when he is unable to act (“the deputy leader”).

The name of the person who is the leader may be changed by a further notice in writing delivered to the Chief Executive and signed by a majority of the members of the Group. The name of the deputy leader may be changed by a further notice in writing delivered to the Chief Executive and signed by the leader of the Group or a majority of the members of the Group.

## Local Leadership

- To act as the principal spokesperson for the Group, with the ability to represent the Council in a variety of settings both inside and outside the Council.
- To represent the Group on relevant formal and informal working Groups.
- Establish and represent the views of the Group on issues of policy and priority, establishing a clear vision of political Group’s aims.
- To champion and participate in councillor development.
- To be confident and assertive when representing the Political Group in adverse and sensitive circumstances, including when difficult or unpopular decisions are taken.
- Adopt skills highlighted in General Chairmanship Role to lead an effective political Group meeting.
- Support and mentor Members of the political Group, providing assistance when needed to ensure competence in their role.
- Promote openness and transparency in local government decision making.

## Partnership Working

- Drive to build effective relationships with external partners and seize opportunities.
- Develop and maintain effective working relationships with officers and other Members of the Council to promote the Council’s objectives; generating mutual respect.

- Communicate the Group’s policies and priorities to the Corporate Management Team and to receive their advice.
- Ensure effective corporate governance, including working with other political Groups to seek to achieve, where possible, cross-party cooperation,
- Nominate members of their Group to serve on scrutiny committees, committees, and if appropriate, local outside bodies.
- To manage the work of Councillors within the Group.
- To liaise with the Chief Executive in emerging issues of significance relating to the policies and procedures of the Council.
- Involve group members in any decisions affecting them.

## Communication Skills

- To ensure effective communication between party Group members, other political Groups, officers, the community, other partners and organisations.
- Actively listen and question to encourage a free interchange of ideas.
- Develop and maintain presentational and public speaking skills to communicate effectively with a range of audiences.
- Persuade and influence in order to present arguments in a way that will gain agreement at all levels.
- Manage conflict effectively.

## Political Understanding

- Have an awareness of how certain behaviours reflects on the Council, as well as the political Group.
- Maintain political integrity when working collaboratively with other political Groups to ensure the political long term vision is achieved. Develop mediation skills; establishing common ground to identify and seek win-win solutions / compromise.
- Have awareness and understanding for officers’ political impartiality when providing professional advice to political Groups.
- Maintain a detailed understanding of the challenges and issues facing local government and the practical implications for the councillors in their Group.

- Develop an understanding of the relationship between national politics and local political leadership.
- Develop and maintain knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and the Council in relation to them.
- Maintain a detailed understanding of the national policy framework and its impact on local policy development.

### **Scrutiny and Challenge**

- Maintain an awareness and understand the leading political Group's aims and objectives.
- Constructively challenge existing Council policies and provide, as appropriate, alternatives or amendments to the Council's policies, strategies and budgets.
- Ensure effective, positive and constructive opposition to the Council's majority party.
- Ensure the political Group is represented at regulatory committee meetings through the substitution system.
- Respond constructively to consultations as Group Leader. Actively challenge the status quo and deal with complex strategic issues and problems.

### **Regulating and Monitoring**

- Promote good behavior in the political Group, ensuring Members of the Political Group comply with the Council's Code of Conduct for Councillors
- Monitor attendance at meetings of Group Members
- Encourage personal development within Members of the Group. Effectively manage conflicting responsibilities whilst dealing with a busy and complex workload often to tight timescales and deadlines.

# Executive Board Member

The Executive Board assumes collective responsibility for delivery of the Council's priorities and services under the direction of the Council. North Kesteven does not operate a "portfolio holder with decision making powers" model and so no decisions are delegated to an individual Executive Board Member. However, each Member of the Board is allocated specific responsibilities in relation to the Council's corporate priorities and Council service areas. The specific responsibilities are therefore related to oversight, reporting and involvement only, not decision making. The skills listed below correspond with the Six Core Skills for Councillors that make up the LGA's Political Skills Framework and are in addition to those provided under the Ward and District Councillor Roles.

## Local Leadership

- Be an ambassadorial voice of the Council, for example, in its dealings with Central Government, other local authorities and association, positively promoting the Council.
- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the community.
- Performance management to oversee and report on the lead responsibilities as identified for individual Executive Members.
- Strong political awareness and detailed knowledge of the challenges facing local government.
- Leadership skills and relationship building to work with the Leader of the Council and Deputy Leader and other Executive Board Members, Corporate Management Team and other senior officers.
- Strong commitment to delivering excellent services in North Kesteven, to maintain high standards and continuously improve.
- Assimilation and analytical skills to deal with complex information and strategic issues.
- Ambassadorial skills to be able to represent the Council both within and outside the Council.
- Knowledge of current reputation and issues for the Council.
- Act as the Lead Member for the specific areas of interest as allocated by the Leader of the Council, promoting these areas but having regard for the overall collective responsibility of the Executive Board.

## Scrutiny and Challenge

- Understand the purpose and role of Overview and Scrutiny and the Executive Board requirement to respond to Scrutiny.
- Challenge, as felt appropriate, reports, policies and issues prior to making a decision.
- Shape and develop the Council's corporate priorities and objectives, participating in policy discussions about policy issues across the range of services provided by the Council.
- Attend an Overview and Scrutiny Panel or Task and Finish Group at their request in connection with any issue associated with the Executive Member Special Areas of Interest that are being scrutinised.

## Communication Skills

- Listening and questioning skills that encourage a free interchange of ideas.
- Presentational and public speaking skills delivered to match the needs of the recipients.
- Effective chairing skills to chair meetings relating to special areas of interest.
- Persuasion and influencing skills to present arguments in a way that will gain agreement at all levels.
- Provide appropriate support to enable colleagues to achieve their potential and effectiveness.
- Skills to deal with the media, as required.
- Be available for other Members to discuss any queries or matters of concern.

## Political Understanding

- Understanding and effective use of the Authority's processes and structures to achieve the Council's goals and targets, including the long term vision.
- Political sensitivity to be able to address difficult issues.
- Managing change and conflict, exploring the various points of view.
- Knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and Council within them.
- Organisational skills to manage a busy and complex workload, often to tight timescales.
- Keep abreast of related developments and policies at national, regional and local levels.
- Be aware of issues of importance to the community and other stakeholders.

## Partnership Working

- Develop and maintain effective working relationships with officers and other Members of the Council to promote the Council's objectives
- Represent the Council on external bodies, as appointed, and feedback to the Executive Board any issues of importance.
- Build good relationships with appropriate senior officers and work with them to identify and clarify issues and develop policies prior to formal reporting. Be supportive in dealing with any problems at a strategic level.
- Enhance the Council's reputation where possible, participating in regional and national networks.

## Regulating and Monitoring

- Detailed understanding of the work, structure and policies of the partnerships and working groups to which they are appointed.
- Knowledge of the key areas allocated to each Board Member, in relation to the corporate priorities and service areas.
- Exercise delegated powers in accordance with the Council's Constitution.
- Attend and represent the Executive Board at the Overview and Scrutiny Panels, from time to time, as appropriate, in connection with any related issue including those matters where a decision may be 'called in'.
- Ensure appropriate regard to the community's interests and to any Equality and Diversity issues.

# Role of Audit Committee Chairman

The Role of the Audit Committee is to ensure the Council is complying with legal requirements and has good arrangements in place to manage finance and risk. Below are some of the specific roles and responsibilities that are associated with chairing the Audit Committee. These are in addition to, and should be read in conjunction with, the general roles and responsibilities set out in the 'General Committee Chairmanship Role'.

## Local Leadership

- Represent the Audit Committee to Members, partners and to the public at meetings.
- Encourage fellow committee members to champion the work of the Audit Committee.
- Ensure and demonstrate transparency, integrity and impartiality in fulfilling the functions of the Audit Committee.

## Partnership Working

- Understanding the various roles of officers involved in internal audit, external audit and corporate governance.
- Successfully build and maintain relationships to work constructively with Members, Officers and outside organisations.

## Communication Skills

- During meetings, actively listen, question and probe.
- Develop and maintain persuasion and influencing skills to present arguments in a way that will gain agreement at all levels.
- Use appropriate language so as to make the reports and meeting jargon-free and more accessible and understandable by the public.

## Political Understanding

- Endeavour to engage all Members of the Committee in its activities; encouraging participation at Committee meetings from the different political groups and the co-opted Independent Member.

- Develop a constructive relationship with the relevant Executive Board Member with a special interest in financial matters.
- Always consider reports in the context of the wider responsibility to the authority.

## Scrutiny and Challenge

- Contribute to the scrutiny of decision making processes in relation to audit and corporate governance.
- Contribute to the work programme in liaison with senior officers involved in the audit and corporate governance function having regard to its terms of reference and key challenges.
- Contribute to the scrutiny of budgetary and accounting practices in line with the Council's Constitution and national guidance.

## Regulating and Monitoring

- Plan and coordinate the work programme of the Committee with officers.
- Ensure that adequate resources are identified and sought from the Council.
- Contribute to the production of an Annual Report setting out the work undertaken by the committee during the previous municipal year and work planned for the forthcoming year.
- Monitor and seek assurance that the Annual Governance Statement meets the necessary requirements
- Monitor and seek assurance that Customer Complaints procedures are followed and addressed

Monitor Audit progress to ensure the following: -

- Internal Audit are completing their work within their deadlines
- External Audit are completing their work within their deadlines
- Officers are complying with recommendations of the Auditors in a timely manner
- Encourage Committee Members to obtain and maintain the necessary skills to contribute to the work of the Committee and work with officers to provide training as felt necessary.

# Role of Licensing Committees Chairman

The Licensing Committees (Alcohol and Entertainment Licensing Committee and General Licensing Committee) are responsible for carrying out the functions of the Council as a Licensing Authority in accordance with relevant legislation, and the Constitution. Below are some of the specific roles and responsibilities that are associated with chairing the Licensing Committees. These are in addition to, and should be read in conjunction with, the general roles and responsibilities set out in the 'General Committee Chairmanship Role'.

## Local Leadership

- Chair the meetings of the Licensing Committees and Sub Committees in accordance with Articles 7.05 to 7.08 of the Council's Constitution.
- Ensure all members of the committee have undertaken the necessary training.
- Encourage fair and constructive representation at all licensing hearings in accordance with the relevant legislation.
- Ensure decision making is conducted in an open, transparent and accountable way.

## Partnership Working

- Consult and, where appropriate, act on legal advice from relevant officers.
- Develop a constructive relationship with the relevant Executive Board Member with a special interest in licensing matters.
- Successfully build and maintain relationships to work constructively with members, officers and outside organisations.
- Understand the role of officers involved in licensing.

## Communication Skills

- Apply an appropriate tactful and diplomatic manner when notifying an applicant of the decision, having an awareness that decisions made by a Licensing Sub Committees will affect an individual's livelihood.

## Political Understanding

- Remain politically neutral and impartial at all times.

## Scrutiny and Challenge

- Ensure relevant questions are asked when deciding the fitness and propriety of a licence holder.
- Ensure relevant questions are asked to ensure the licensing objectives are being promoted effectively.
- Scrutinise evidence supplied for the promotion of the licensing objectives
- Maintain an awareness that the standard of proof for decisions relating to licensing matters should be based on the balance of probabilities.

## Regulating and Monitoring

- Monitor Licensing Policies to ensure they are easily understood and comply with legal requirements.
- Develop and maintain a working knowledge of the Council's Licensing Policy and Licensing Protocol.
- Maintain a working knowledge of the role of Local Ward Members in the licensing process.
- Develop and maintain a working knowledge of the paragraph 1 and 2 of Schedule 12a of Section 100 (a) (4) of the Local Government Act 1972 and its application.
- Have an awareness of the appeals process and the implications upon the Council in determining licensing applications.
- Have regard to the high standards of behaviour and ethics required in licensing.
- Understand and guide committee members around any issues of bias, predetermination or political influence in licensing committee and sub-committee meetings.



# Role of Planning Committee Chairman

The Role of the Planning Committee is to ensure that any planning applications which are not delegated to officers, are considered in accordance with relevant frameworks, plans and policies, having regard to material planning considerations, in an objectively, openly and transparently manner in a public forum. Below are some of the specific roles and responsibilities that are associated with chairing the Planning Committee and Sub Committees. These are in addition to, and should be read in conjunction with, the general roles and responsibilities set out in the 'General Committee Chairmanship Role'.

## Local Leadership

- Preside as Chairman for the Full Planning Committee, Eastgate Planning Sub Committee and Lafford Planning Sub Committee.
- Oversee any formal site meetings requested by the Committee in accordance with Article 7.02, paragraph 7 of the Council's Constitution.
- Encourage fair and constructive representation in accordance with the Public Speaking Scheme outlined in Article 7.02 of the Council's Constitution.
- Ensure all members of the committee have undertaken the necessary training.
- Remain politically neutral and impartial at all times.

## Partnership Working

- Consult and, where appropriate, act on legal advice from relevant officers, including the Development Manager, Monitoring Officer and Democratic Services.
- Develop a constructive relationship with the relevant Executive Board Member with a special interest in planning matters.

## Communication Skills

- Clarify specific reasons and rationale for deferment, or decisions made against officer recommendation which can be clearly understood by the audience.

## Political Understanding

- Have an awareness of contentious applications and accommodate the speakers list and agenda accordingly
- Develop and maintain a good knowledge of the procedures relating to substitutions outlined under Part 3, paragraph 4 of the Council's Constitution.
- Understanding the role of Ward Councillors in the planning process and how best to handle conflicts of being a Ward Member and a Member of the Planning Committee.

## Scrutiny and Challenge

- Actively question and probe.
- Seek clarity to ensure all viable options have been considered in relation to potential development sites.

## Regulating and Monitoring

- Have an awareness of the appeals process and the implications upon the Council in determining planning applications.
- Have an awareness of Members who have declared a disclosable pecuniary interest and ensure they are not present when the item is debated.
- Develop and maintain a good working knowledge of the relevant articles within the Constitution that relate to the Planning Committee
- Develop and maintain a good understanding of the Planning Code of Conduct and have regard to high standards of behaviour and ethics required in planning.
- Understand and guide the Committee Members around issues of bias, predetermination or any political influence in planning.

# Role of Standards Committee Chairman

The Standards Committee is responsible for monitoring and reviewing the processes in place in relation to complaints under the Members' Code of Conduct.

Below are some of the specific roles and responsibilities that are associated with chairing the Standards Committee. These are in addition to, and should be read in conjunction with, the general roles and responsibilities set out in the 'General Committee Chairmanship Role'.

## Local Leadership

- Encourage fair and constructive representation at all standards hearings in accordance with the relevant legislation.
- Ensure decision making is conducted in an open, transparent and accountable way.
- Have an awareness of the sanctions available on determining a standards complaint.
- Promote high ethical standards amongst committee members and all members of Council.

## Partnership Working

- Develop a constructive relationship with the Monitoring Officer and the Independent Person.
- Consult and, where appropriate, act on legal advice from relevant officers.

## Communication Skills

- Apply tact and diplomacy when notifying a Councillor of the decision.

## Political Understanding

- Remain politically neutral and impartial.

## Scrutiny and Challenge

- Ensure relevant questions are asked of all parties during any hearings.
- Scrutinise evidence supplied by all parties during any hearings.
- Monitor the effectiveness of the Council's ethical framework and governance arrangements.

## Regulating and Monitoring

- Monitor Complaints processes to ensure they are easily understood and comply with legal requirements.
- Develop and maintain a working knowledge of the Council's Members' Code of Conduct.
- Have an awareness of national reviews and respond accordingly to consultations on standards related issues.

# Role of Overview and Scrutiny Chairman

The role of the Overview and Scrutiny Panel is to question, analyse and research performance management and decisions made within the service areas of its remit and recommend the Panel's findings to Executive Board and Council. Below are some of the specific roles and responsibilities that are associated with chairing an Overview and Scrutiny Panel. These are in addition to, and should be read in conjunction with, the general roles and responsibilities set out in the 'General Committee Chairmanship Role'.

## Local Leadership

- Represent scrutiny in the Council and be accountable to Council for the actions of scrutiny.
- Represent the District Council at scrutiny sub-regional and regional forums.
- Be involved in the constitutional arrangements relating to the waiving of Call In where decisions are 'urgent' and/or not on the Forward Plan.
- Attend meetings of the Executive Board as and when necessary.
- Develop an ability to obtain and weigh up evidence and make recommendations based on that evidence.

## Partnership Working

- Prioritise work with officers to ensure effective scrutiny
- Maintain effective liaison with the Leader of the Council and the Chief Executive to ensure that scrutiny contributes to effective decision making.
- Develop a constructive relationship with the Executive Board, especially with Members with relevant special interest in the areas that the Panel scrutinises.
- Develop a constructive relationship with the Corporate Management Team and Heads of Service in the areas that the Panel scrutinises.
- Understanding how different kinds of partnerships, public and private sector organisations work.
- Liaise with external organisations operating in the area to ensure the interests of local people are enhanced by collaborative working.
- Encourage participation/involvement of all interested parties, including individuals, voluntary and community groups etc.

## Communication Skills

- Adopt an open questioning style in order to effectively scrutinize, encouraging

panel members to do the same.

- Actively listen, question and probe, and encourage free exchange of ideas.
- Ensure scrutiny is well communicated internally and externally, to build understanding of its role.
- Write up Task and Finish Group reports as required.

## Political Understanding

- Have an awareness of different political groups within the Panel, and encourage Members to work together as a Panel to be a stronger force for effective scrutiny.
- Develop good skills in persuasion and influencing, in order to gain agreement.
- Maintain an awareness of current challenges facing local government, and an understanding of how these might impact.

## Scrutiny and Challenge

- Develop, lead and promote the scrutiny of the Authority's policies, budget, strategies and service delivery, and their effectiveness in achieving strategic aims of NKDC.
- Contribute to the scrutiny of decision making
- Analyse information and receive evidence in an impartial manner.
- Make recommendations based on the Panel's deliberations.
- Effectively use the 'Call in' procedures outlined in Article 6.12 of the Council's Constitution to challenge decisions.
- Appoint Task and Finish Groups to assist in the scrutiny of a particular area of concern.
- Consider the Forward Plan and identify potential areas for scrutiny early in order to scrutinize effectively.
- Contribute to the preparation of the annual scrutiny report.

## Regulating and Monitoring

- Monitor progress of scrutiny reviews undertaken through Task and Finish groups to ensure that are completed in reasonable time.
- Develop and maintain a good working knowledge of 'Call In' and 'Councillor Call for Action' procedures and deadlines
- Decide whether a 'Councillor Call for Action' is pursued in accordance with the guidance at Article 6.14 of the Council's Constitution.
- Continue to develop the practice of overview and scrutiny and learn from best practice and experience.

# Role of Overview and Scrutiny Member

The role of the Overview and Scrutiny Panel is to question, analyse and research performance management and decisions made within the service areas of its remit and recommend the Panel's findings to Executive Board and Council.

## Local Leadership

- Actively participate in meetings of the Overview and Scrutiny Panel.
- Develop an ability to obtain and weigh up evidence and make recommendations based on that evidence.

## Partnership Working

- Understanding how different kinds of partnerships, public and private sector organisations work.
- Support and encourage relevant contributions from each member of the panel.
- Participate in task and finish groups as and when necessary.

## Communication Skills

- Communicate effectively with a range of audiences.
- Actively listen, question and probe.
- Adopt an open questioning style in order to effectively scrutinise.
- Contribute to Task and Finish Group reports as appropriate.

## Political Understanding

- Have an awareness of different political groups within the Panel, but the need to work together as a Panel to be a stronger force for effective scrutiny.
- Consider reports in the context of the wider responsibility to the authority.
- Maintain an awareness of current challenges facing local government, and an understanding of how these impact on the scrutiny role.

## Scrutiny and Challenge

- Develop and promote the scrutiny of the Authority's policies, budget, strategies and service delivery, and their effectiveness in achieving the strategic aims of NKDC.
- Contribute to the scrutiny of decision making.
- Analyse information and receive evidence in an impartial manner.
- Be proactive and have an awareness of the Forward Plan and items that relate to the relevant Overview and Scrutiny Panel's remit.

## Regulating and Monitoring

- Have an awareness of the Council Procedure Rules under Part 3 of the Council's Constitution
- Raise items for discussion on the agenda as appropriate, provided the correct notice (provide notice) is given.

# Role as Outside Body Representative

Members' representational role is enhanced and strengthened by participating in outside bodies. These formal appointments will generally be made at Annual Council, but could be made at any point throughout the municipal year.

## Local Leadership

- Represent the Council on outside bodies and participate effectively in the appointed role and, where appropriate, represent those bodies within North Kesteven.
- Have regard for high standards of behaviour and ethics.
- Liaise directly with the outside body to find out their expectations.
- Be familiar with the constitution of the outside body.

## Partnership Working

- Ensure regular attendance at meetings of the outside body for effective partnership working.
- Develop an understanding of how different kinds of partnerships increasingly work together.
- Work collaboratively to achieve agreed goals and targets.

## Communication Skills

- Provide two-way communication between NKDC and outside bodies.
- Communicate effectively with a range of audiences.
- Actively listen and question.
- Encourage free interchange of ideas
- Provide feedback to the relevant Overview and Scrutiny Panel at least on annual basis or as appropriate.

## Political Understanding

- Exercise independent judgement in the best interests of the organisation and not that of a political party.
- Maintain an awareness that behaviour reflects on the Council, as the Council's representative.

## Scrutiny and Challenge

- Report to the relevant Overview and Scrutiny Panel, at least on an annual basis or as appropriate. Report details are defined in Part 4.6, paragraph 4 of the Council's Constitution.
- Report to the relevant Overview and Scrutiny Panel, as soon as possible, any issue which may significantly affect the Council or the District

## Regulating and Monitoring

- Ensure register of interests is kept up to date.
- Maintain an awareness that a role on an outside body may create conflict when the Council considers matters relating to that outside body.
- Be aware of the legal and local requirements placed on elected Members, by the Council's Code of Conduct for Councillors.
- Have an awareness of indemnity insurance cover, particularly when serving in an executive capacity on an outside organisation.
- Develop and maintain an understanding of any legal requirements as a representative on an outside body.
- Have an awareness of the Council's Outside Bodies Protocol at Part 4.6 of the Council's Constitution.

# Role of Member Development Panel

The role of the Member Development Panel is to guide in the development of the overall approach in supporting member development within the Council, making recommendations to the Council via the Executive Board. Below are some of the specific roles and responsibilities that are associated with chairing the Member Development Panel. These are in addition to, and should be read in conjunction with, the general roles and responsibilities set out in the 'General Committee Chairmanship Role'.

## Local Leadership

- Be an ambassador in promoting learning and development in Members
- Embrace different methods of delivery of training needs and encourage Members to do so.

## Partnership Working

- Maintain effective liaison with the Leader of the Council and the Chief Executive to ensure Members needs are met.
- Develop a constructive relationship with Members and Officers to identify development needs.

## Communication Skills

- Adopt an open questioning style in order to effectively scrutinize, encouraging panel members to do the same.

## Political Understanding

- Have an awareness of different political groups within the Panel, and encourage Members to work together as a Panel.

## Scrutiny and Challenge

- Identify any gaps in the current provision of training and development.
- Evaluate the effectiveness of the Member Learning and Development Programme.

## Regulating and Monitoring

- Monitor progress and review the budget for Member development.

