



# Member Role Descriptions and Person Specifications

The role descriptions set out the responsibilities and functions of the role of the elected member. The person specifications describe the qualities and skills required of the member in the role and can help when considering personal development.

Where members undertake more than one role it is anticipated that role descriptions would be combined.

The set covers the following roles:

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## Role Description of an Elected Member

Accountabilities	Role Purpose and Activity	Values
<p>To Full Council</p> <p>To the electorate of their ward</p>	<p><b>Representing and supporting communities</b>            To represent ward interests            To be an advocate for the Council in the ward and communities they serve and vice versa            To be a channel of communication to the community on council strategies, policies, services and procedures            To represent individual constituents and local organisations, undertaking casework on their behalf and serving all fairly and equally            To liaise with executive members, other council members, council officers and partner organisations to ensure that the needs of the local communities are identified, understood and supported            To be vigilant and do everything possible to safeguard vulnerable adults and children            To promote tolerance and cohesion in local communities            To promote the health and wellbeing of the wider community and to promote mental health on an equal basis with physical health</p> <p><b>Making decisions and overseeing council performance</b>            To participate in Full Council meetings, reaching and making informed and balanced decisions, and overseeing performance            To participate in informed and balanced decision making on committees and panels to which they might be appointed</p> <p><b>Representing the Council (subject to appointment)</b>            To represent the Council on local outside bodies as an appointee of the Council            To represent the Council on local partnership bodies, promoting common interest and co-operation for mutual gain</p> <p><b>Internal governance, ethical standards and relationships</b>            To promote and support good governance of the Council and its affairs            To provide community leadership and promote active citizenship            To promote and support open and transparent government            To support, and adhere to respectful, appropriate and effective relationships with employees of the Council            To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office</p> <p><b>Personal and role development</b>            To participate in opportunities for development provided for members by the authority</p>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <p>Selflessness            Integrity            Objectivity            Accountability            Openness            Honesty            Leadership</p>

## **Person Specification for an Elected Member**

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

### **Representing and supporting communities**

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

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

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

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

- Good public speaking skills
- Good presentation skills
- The ability to persuade others and act with integrity

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

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

### **Personal and role development**

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



## Role Description of the Leader (and Deputy Leader) of the Council

Accountabilities	Role Purpose and Activity	Values
<p>To Full Council</p> <p>The Public</p>	<p><b>Providing political leadership to the Council</b>            To be a political figurehead for the Council; to be the principal political spokesperson for the Council.            To provide leadership in building a political consensus around council policies            To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery</p> <p><b>Appointing the Cabinet</b>            To designate the appropriate portfolios and appoint appropriate elected members to each</p> <p><b>Representing and acting as ambassador for the Authority</b>            To represent the Authority to a high standard. Provide a strong, competent and eloquent figure to represent the Authority both within the County and at external bodies, regional and national.            To provide leadership and support local partnerships and organisations.</p> <p><b>Managing and leading the work of the Cabinet and chairing meetings</b>            To ensure the effective running of the Cabinet by managing the forward plan            To advise and mentor other cabinet members in their work.            To chair meetings of the Cabinet in line with the Constitution (In the Leader's absence the Deputy Leader should fulfil this role).</p> <p><b>Participating in the collective decision making of the Cabinet</b>            To work closely with other cabinet members to ensure the development of effective council policies and the budgetary framework for the Council, and the delivery of high quality services to local people.            To accept collective responsibility and support decisions made by the Cabinet once they have been made.</p> <p><b>Working with officers to lead the organisation</b>            To liaise with the Chief Executive, and other appropriate officers, on a regular basis            To work with employees of the Council in relation to the strategic vision and direction of the Council, the management roles of officers and the development of policy issues.</p> <p><b>Leading partnerships and community leadership</b>            To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities            To negotiate and broker in cases of differing priorities and disagreement            To act as a leader of the local community by showing vision and foresight</p>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <p>Selflessness            Integrity            Objectivity            Accountability            Openness            Honesty            Leadership</p>

## **Person Specification for the Leader (and Deputy Leader) of the Council**

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

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

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

### **Appointing the Cabinet**

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

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

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

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

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

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

- The ability to constructively challenge decisions and suggest alternatives

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

- An understanding of the roles and responsibilities of the Chief Executive and other officers
- Leading partnerships and community leadership
- Adaptive leadership skills
- Negotiation and brokerage skills
- Creative and lateral thinking skills; the ability to see ahead and be predictive



### Role Description of a Cabinet Member/Portfolio Holder

Accountabilities	Role Purpose and Activity	Values
<p>To the Leader</p> <p>To the Cabinet (through collective responsibility)</p> <p>To Full Council</p>	<p><b>Providing portfolio leadership</b>            To give political direction to officers working within the portfolio            To gain the respect of officers within the portfolio; provide support to officers in the implementation of portfolio programmes            To liaise with the appropriate scrutiny chair and receive scrutiny reports as required            To be accountable for choices and performance in the portfolio            To have an overview of the performance management, efficiency and effectiveness of the portfolio            To make executive decisions within the Portfolio</p> <p><b>Contributing to the setting of the strategic agenda and work programme for the portfolio</b>            To work with officers to formulate policy documents both strategic and statutory. Ensure that the political will of the majority is carried to and through the Cabinet.            To provide assistance in working up and carrying through a strategic work programme both political and statutory.            Carry out consultations with stakeholders as required.</p> <p><b>Providing representation for the portfolio</b>            To provide a strong, competent and persuasive figure to represent the portfolio. Be a figurehead in meetings with stakeholders.</p> <p><b>Reporting and accounting</b>            To report as appropriate to the Leader, Full Council, Cabinet, appropriate chair of scrutiny, decision making bodies and the media.            To be the principal political spokesperson for the portfolio.            To appear before scrutiny committees in respect of matters within the portfolio.</p> <p><b>Taking an active part in cabinet meetings and decision making</b>            To show an interest in and support for the portfolios of others recognizing issues which cut across portfolios</p> <p><b>Leading partnerships and community leadership</b>            To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities            To negotiate and broker in cases of differing priorities and disagreement            To act as a leader of the local community by showing vision and foresight</p>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <p>Selflessness            Integrity            Objectivity            Accountability            Openness            Honesty            Leadership</p>

## Person Specification of a Cabinet Member/Portfolio Holder

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

### **Portfolio leadership**

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

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

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

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

- Public speaking skills
- Good presentation skills

### **Reporting as appropriate**

- High level communication skills

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

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

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

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





### Role Description of a Portfolio Holder Assistant

Accountabilities	Role Purpose and Activity	Values
<p>To the Leader To the Cabinet (through collective responsibility) To Full Council</p>	<p><b>Providing assistance to the portfolio leadership</b> The Portfolio Holder Assistants will support and advise Cabinet and can also: Lead on specific areas to be determined by the Cabinet members Focus on information gathering and understanding key policy/service delivery areas; Assist with the development of options and policies for consideration by the Cabinet Members; Brief and make recommendations to Cabinet members and others on the relevant issues that affect decision making; and represent Cabinet Members at meetings or events as necessary</p> <p><b>Contributing to the setting of the strategic agenda and work programme for the portfolio</b> To work with officers to formulate policy documents both strategic and statutory. Ensure that the political will of the majority is carried to and through the Cabinet. To provide assistance in working up and carrying through a strategic work programme both political and statutory. Carry out consultations with stakeholders as required. Make sure that the portfolio's forward work programme is kept up to date and accurate.</p> <p><b>Providing representation for the portfolio</b> To provide a strong, competent and persuasive figure to represent the portfolio.</p> <p><b>Reporting and accounting</b> To report as appropriate to the Leader, Full Council, Cabinet, appropriate chair of scrutiny, decision making bodies and the media. To assist the principal political spokesperson for the portfolio. To appear before scrutiny committees in respect of matters within the portfolio.</p> <p><b>Taking an active part in cabinet meetings</b> To show an interest in and support for the portfolios of others To recognise and contribute to issues which cut across portfolios or are issues of collective responsibility</p> <p><b>Leading partnerships and community leadership</b> To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities To negotiate and broker in cases of differing priorities and disagreement To act as a leader of the local community by showing vision and foresight</p>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <p>Selflessness Integrity Objectivity Accountability Openness Honesty Leadership</p>

## **Person Specification for a Portfolio Holder Assistant**

**To fulfil his or her role as set out in the role description, an effective Portfolio Holder Assistant requires:**

### **Portfolio leadership**

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

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

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

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

- Public speaking skills
- Good presentation skills

### **Reporting as appropriate**

- High level communication skills

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

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

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

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



### Role Description of Chairman of the Council

Accountabilities	Role Purpose and Activity	Values
Full Council	<p><b>Acting as a symbol of the Council’s democratic authority</b>            As the ceremonial head of the Council, to be non-political and uphold the democratic values of the Council            To represent the Council at civic and ceremonial functions</p> <p><b>Chairing Council meetings</b>            To work with the Chief Executive to set the agenda and preside over meetings of the Council, so that its business can be carried out efficiently            To ensure the Council conducts its meetings in line with the Council’s Standing Orders</p> <p><b>Upholding and promoting the Council’s Constitution</b>            To ensure the Constitution is adhered to and, if necessary, to rule on the interpretation of the Constitution</p> <p><b>Internal governance, ethical standards and relationships</b>            To promote and support good governance of the Council and its affairs            To provide community leadership and promote active citizenship            To promote and support open and transparent government            To support, and adhere to respectful, appropriate and effective relationships with employees of the Council            To adhere to the Members’ Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office</p> <p><b>Work programming</b>            To prepare and manage an annual work programme for the Council to meet its legal obligations (e.g. setting the budget and the Council Tax and making appointments)</p>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <ul style="list-style-type: none"> <li>Selflessness</li> <li>Integrity</li> <li>Objectivity</li> <li>Accountability</li> <li>Openness</li> <li>Honesty</li> <li>Leadership</li> </ul>

**The Vice Chairman assists the Chairman with all of these duties and will undertake these duties in the Chairman’s absence**

## **Person Specification for the Chairman of the Council**

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

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

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

### **Chairing Council meetings**

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

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

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

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

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

### **Work programming**

- The ability and discipline to plan and manage work programmes



### Role Description of the Chairman of the Scrutiny Board

Accountabilities	Role Purpose and Activity	Values
Full Council The Public The Committee	<p><b>Providing leadership and direction</b></p> <p>To provide confident and effective management of the committee</p> <p>To promote the role of overview and scrutiny within the council, liaising effectively with officers, executive members and colleague chairs</p> <p>To promote the integral role and contribution of scrutiny within the authority's wider improvement planning and reporting arrangements</p> <p>To lead joint scrutiny activities with other authorities or organisations when required</p> <p>To champion and promote the role of scrutiny to the public, helping the public better understand and, crucially, contribute to and engage with the scrutiny process.</p> <p>To promote the role of scrutiny to partner bodies, helping them to understand and engage with the scrutiny function.</p> <p>To demonstrate an objective and evidence based approach to overview and scrutiny ensuring that scrutiny inquiries are methodologically sound and incorporate a wide range of evidence and perspectives</p> <p>To follow-up scrutiny recommendations, evaluate the impact and added value of overview and scrutiny activity and identify areas for improvement</p> <p>Work closely with scrutiny support staff to drive continual improvements in scrutiny</p> <p>Assist in publicising the work of the scrutiny committee</p> <p><b>Managing the work programme</b></p> <p>To develop a balanced work programme for the committee which includes pre decision scrutiny, policy development and review, investigative scrutiny, holding the executive to account, and performance monitoring</p> <p><b>Involvement and development of committee members</b></p> <p>To encourage effective contributions from all committee members</p> <p>To ensure that committee members have the appropriate knowledge and skills to undertake their roles and work with lead members and officers to secure appropriate development.</p> <p>To ensure that task and finish/working/sub groups have clear terms of reference and deliver the required outcomes.</p>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <p>Selflessness</p> <p>Integrity</p> <p>Objectivity</p> <p>Accountability</p> <p>Openness</p> <p>Honesty</p> <p>Leadership</p>

**The Vice Chairman assists the Chairman with all of these duties and will undertake these duties in the Chairman's absence**

## Person Specification for the Chairman of the Scrutiny Board

To fulfil his or her role laid out in the role description an effective Chairman of the Scrutiny Board requires:

### Providing leadership and direction

- Ability to see the 'big picture'
- Understanding of the role and functions of the council
- Understanding of the key strategies, priorities and direction of travel of the Council
- Understanding of the purpose of the scrutiny function and its role in the council's wider improvement planning and reporting arrangements
- Ability to promote an approach to scrutiny which is (a) member led, (b) seeks to provide an evidence based challenge of decision makers and service providers and (c) is an important mechanism for community engagement and service improvements
- Understanding of the legal requirements around scrutiny, including prohibition of political whipping and taking the views of the public into account
- Understanding of the purposes and processes associated with the Councillor Call for Action and the Call In procedure
- Understanding of the terms of reference for the committee and the role of the chair
- Understanding of member support functions
- Understanding of council service, improvement and financial priorities and risks
- Ability to develop work programmes
- Understanding of community issues
- Objectivity and understanding of equalities and diversity
- Negotiation and consensus building
- Ability to build constructive and 'critical friend' relationships with the Executive
- A commitment to personal development in the role
- Commitment to develop other members by mentoring and guidance
- Working closely with scrutiny support officers to ensure the continual development of scrutiny
- Making sure that scrutiny is making a difference

### Community engagement

- Understanding of the role of scrutiny in enabling local people and communities to contribute to the decision and policy making process
- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and to build an understanding of the role of scrutiny with the public and stakeholders



### Role Description of the Chairman of the Audit Committee

Accountabilities	Role Purpose and Activity	Values
Full Council The Public The Committee	<p><b>Providing leadership and direction</b>            To provide confident and effective management of the committee            To promote the role of auditing within the council, liaising effectively with officers, executive members and colleague chairs            To promote the integral role and contribution of auditing within the authority's wider improvement planning and reporting arrangements            To follow-up audit recommendations, evaluate the impact and added value of audit activity and identify areas for improvement            Work closely with the Auditors and their support staff to drive continual improvements            Assist in publicising the work of the Audit Committee</p> <p><b>Managing the work programme</b>            To develop a balanced work programme for the committee which includes performance monitoring</p> <p><b>Involvement and development of committee members</b>            To encourage effective contributions from all committee members            To ensure that committee members have the appropriate knowledge and skills to undertake their roles and work with lead members and officers to secure appropriate development.</p>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <ul style="list-style-type: none"> <li>Selflessness</li> <li>Integrity</li> <li>Objectivity</li> <li>Accountability</li> <li>Openness</li> <li>Honesty</li> <li>Leadership</li> </ul>

**The Vice Chairman assists the Chairman with all of these duties and will undertake these duties in the Chairman's absence**

## **Person Specification for the Chairman of the Audit Committee**

**To fulfil his or her role laid out in the role description an effective Chairman of the Audit Committee requires:**

### **Providing leadership and direction**

- Ability to see the 'big picture'
- Understanding of the role and functions of the council
- Understanding of the key strategies, priorities and direction of travel of the Council
- Understanding of the purpose of the audit function and its role in the council's wider improvement planning and reporting arrangements
- Understanding of the legal requirements around audit
- Understanding of the terms of reference for the committee and the role of the chair
- Understanding of member support functions
- Understanding of council service, improvement and financial priorities and risks
- Ability to develop work programmes
- Understanding of community issues
- Objectivity and understanding of equalities and diversity
- Negotiation and consensus building
- A commitment to personal development in the role
- Commitment to develop other members by mentoring and guidance
- Working closely with the Auditors ensure the continual development of the service
- Making sure that auditing is making a difference

### **Community engagement**

- Understanding of the role of audit in enabling local people and communities to contribute to the decision and policy making process
- Knowledge of local issues and expectations
- Ability to work effectively with all members of the community and to build an understanding of the role of scrutiny with the public and stakeholders





### Role Description of the Chairman of the Standards Committee

Accountabilities	Role Purpose and Activity	Values
Full Council	<p><b>Providing leadership and direction</b>            To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly</p> <p>To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice on the Code of Conduct</p> <p>To demonstrate independence, integrity and impartiality in decision making which accord with legal, constitutional and policy requirements</p> <p>To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making</p> <p>To lead the committee in its role in:</p> <ul style="list-style-type: none"> <li>• promoting and maintaining high standards of conduct by Councillors and co-opted members</li> <li>• assisting the Councillors and co-opted members to observe the Members' Code of Conduct;</li> <li>• advising the Council on the adoption or revision of the Members' Code of Conduct;</li> <li>• monitoring the operation of the Members' Code of Conduct;</li> <li>• advising, training or arranging to train Councillors, co-opted members on matters relating to the Members' Code of Conduct;</li> <li>• granting dispensations to Councillors and co-opted members</li> <li>• dealing with any reports from a case tribunal or interim case tribunal, and any report from the Monitoring Officer on any matter referred to that officer by the Public Services Ombudsman</li> </ul>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <p>Selflessness            Integrity            Objectivity            Accountability            Openness            Honesty            Leadership</p>

**The Vice Chairman assists the Chairman with all of these duties and will undertake these duties in the Chairman's absence**

## Person Specification for the Chairman of the Standards Committee

To fulfil his or her role as set out in the role description, an effective Chairman of the Standards Committee requires:

- **Providing leadership and direction**
  - Ability to conduct meetings to ensure that people feel that they have been dealt with fairly and fully
  - In depth understanding of the Council's Code of Conduct
  - Communication skills
  - Knowledge of local issues
  - Ability to manage the work of the committee
  - Ability to support and develop necessary skills in fellow members of the committee
  
- **Promoting high standards**
  - Understanding and appreciation of the decision making framework
  - Ability to inspire and enthuse committee members for the work of the committee
  - Integrity and the ability to set aside own views and act impartially
  
- **Internal governance, ethical standards and relationships**
  - Knowledge and understanding of the Code of Conduct(s) and protocols
  - Knowledge of and commitment to the values of the Council



### Role Description of the Chairman of the Decision Making Committee

Accountabilities	Role Purpose and Activity	Values
<p>To Full Council</p> <p>To the members of the decision making committee</p>	<p><b>Providing leadership and direction</b>            To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making            To ensure that applicants and other interested parties are satisfied as to the transparency of the decision making process            To demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements            To delegate actions to sub committees as appropriate</p> <p><b>Promoting the role of the committee and quasi-judicial decision making</b>            To act as an ambassador for the decision making committee, facilitating understanding of the role            To act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly            To ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in individual cases/applications before formal committee meetings</p> <p><b>Internal governance, ethical standards and relationships</b>            To develop the standing and integrity of the committee and its decision making            To understand the respective roles of members, officers and external parties operating within the decision making committee's area of responsibility            To promote and support good governance by the Council.</p>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <p>Selflessness            Integrity            Objectivity            Accountability            Openness            Honesty            Leadership</p>

**The Vice Chairman assists the Chairman with all of these duties and will undertake these duties in the Chairman's absence**

## Person Specification for the Chairman of Decision Making Committee

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

- **Providing leadership and direction**
  - Ability to conduct meetings to ensure that applicants feel that they have been dealt with fairly and fully even if their application is refused
  - Understanding of the Council's role and ability to ensuring that stake holders are aware of that role
  - Communication skills
  - Knowledge of local issues
  - Ability to manage the work of the committee
  - Ability to support and develop necessary skills in fellow members of the committee
  
- **Promoting the role of the quasi-judicial decision making**
  - Understanding and appreciation of the decision making framework
  - Ability to inspire and enthuse committee members for the work of the committee
  - Integrity and the ability to set aside own views and act impartially
  - Knowledge and understanding of the relevant code(s) of conduct and protocols and the ability to champion them
  
- **Internal governance, ethical standards and relationships**
  - Knowledge and understanding of the Code of Conduct(s) and protocols
  - Knowledge of and commitment to the values of the Council



### Role Description of a Member of a decision making Committee

Accountabilities	Role Purpose and Activity	Values
<p>To Full Council To the Chair of the decision making committee</p>	<p><b>Understanding the nature of the committee and quasi-judicial decision making</b>            To be aware of the quasi-judicial nature of decision making            To have sufficient technical, legal and procedural knowledge to contribute fairly and correctly to the function of the committee            To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases/applications before the committee</p> <p><b>Participating in meetings and making decisions</b>            To participate effectively in meetings of the committee, ensuring that both local considerations and policy recommendations are balanced to contribute to effective decision making            To make informed and balanced decisions, within the terms of reference of the committee, which accord with legal, constitutional and policy requirements</p> <p><b>Internal governance, ethical standards and relationships</b>            To ensure the integrity of the committee's decision making and of his/ her own role by adhering to the Code of Conduct(s) and other constitutional and legal requirements            To promote and support good governance by the Council            To understand the respective roles of members, officers and external parties operating within the committee's area of responsibility</p>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <p>Selflessness            Integrity            Objectivity            Accountability            Openness            Honesty            Leadership</p>

## **Person Specification for a Member of a Decision Making Committee**

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

### **Understanding the nature of the quasi-judicial decision making**

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

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

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

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

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



### Role Description of the Leader of the Opposition

Accountabilities	Role Purpose and Activity	Values
Their Group	<p><b>Providing political leadership for an opposition group</b></p> <p>To be a political figurehead for the opposition group; to be the principal political spokesperson for the Council's opposition.            To provide leadership in the constructive challenge of the Council's policies            To constructively challenge the vision for the Council and community where appropriate            To provide strong, clear leadership in the co-ordination of alternative policies, strategies and service delivery</p> <p><b>Representing the Authority's opposition</b></p> <p>To represent the Opposition Group to a high standard; providing a strong, competent and eloquent figure to represent the opposition within the Authority.            To represent the Council on external bodies</p> <p><b>Internal governance, ethical standards and relationships</b></p> <p>To promote and support good governance of the Council and its affairs            To provide community leadership and promote active citizenship            To promote and support open and transparent government            To promote, support, and adhere to respectful, appropriate and effective relationships with employees of the Council            To promote, support and adhere to the Member's Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office</p>	<p><b>To be committed to the values of the Council and the following values in public office:</b></p> <p>Selflessness            Integrity            Objectivity            Accountability            Openness            Honesty            Leadership</p>

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

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

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

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

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

- High level communication skills to communicate to the media, local community and wider audience.
- Good public speaking skills
- Creative and lateral thinking skills; the ability to see ahead and be foresighted
- Leadership skills

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

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