

PART 3

SECTION A: Roles of Councillors and Officer Holders

1. Role Profile for All Councillors

1.1 Responsibilities

- 1) To contribute actively to the formation and scrutiny of the Council's policies, budgets, strategies and services.
- 2) To represent effectively the whole community with a special duty to their constituents, including those who did not vote for him or her.
- 3) To represent the Council on outside bodies as required.
- 4) To participate constructively in the good governance of the District.
- 5) To fulfil the statutory and locally determined requirements of an elected Member of a local authority. To comply with all relevant codes of conduct, and participate in those decisions and activities reserved for the full Council.

1.2 Key Tasks

- 1) To attend and participate effectively as a Member of any committee to which the Councillor is appointed.
- 2) To participate in the activities of any outside body to which the Councillor is appointed, providing two-way communication between the organisations, and reporting as required to the Council. To develop and maintain a working knowledge of the Council's policies and practices in relation to that body and of the community's needs and aspirations.
- 3) To participate in the scrutiny or performance review of the services of the Authority including where the Council so decides, the scrutiny of policies and budget, and their effectiveness in achieving the strategic objectives of the Council.
- 4) To participate in any advisory group to which the Councillor is appointed, as convened by the Cabinet from time to time.
- 5) To participate, as appropriate, in consultation with the community and with other organisations.
- 6) To develop and maintain a working knowledge of the Council's services, management arrangements, organisation and activities, powers/duties, and constraints.
- 7) To contribute constructively to open government and democratic renewal through active encouragement to the community to participate in the governance of the District.
- 8) To maintain professional working relationships with all Members and Officers.
- 9) To identify and participate in opportunities for further development and training as a Councillor.

2. Additional Responsibilities and Tasks for Cabinet Councillors

These role profiles should be read in conjunction with the role profile for all councillors.

2.1 Cabinet Leader

2.1.1 Responsibilities

- 1) Ensure efficient and effective services, where they are relevant to the needs of the community and the responsibility of Chiltern District Council, in the short, medium and long term.
- 2) Provide visible political leadership in relation to citizens, stakeholders and partners in the overall co-ordination of policies, strategies and service delivery affecting the locality.
- 3) Lead the Cabinet in its work to develop the policy framework and budget and take overall political control of the Council within the agreed policy framework.
- 4) Lead the development of local and regional strategic partnerships.
- 5) Ensure the appropriate representation of the Council on key outside bodies.

2.1.2 Key Tasks

- 1) To provide leadership to the Council and its political administration, and lead the presentation of the recommendations, plans, policies and decisions of the Cabinet and the Council.
- 2) To represent the Council's political and strategic decision-making in the community and in discussions with regional, national and international organisations and others in order to pursue matters of interest to the Council and its communities and to keep the Council and the Cabinet informed accordingly.
- 3) To nominate Members of the Cabinet and propose the allocation of Cabinet portfolios to full Council for approval.
- 4) To develop and maintain good working relations and effective channels of communication with the Chairman of each Overview Committee
- 5) To direct, manage and chair meetings of the Cabinet and to take responsibility, individually and/or collectively for any specific portfolio, including providing a political lead in proposing new policy, strategy, budget and service standards and reviews, as well as acting as spokesperson for the Council.
- 6) To direct and manage the Chief Executive, and to meet regularly (with or without the Cabinet) with the Chief Executive, Directors and other relevant senior officers to consider and recommend action within approved policies and strategies.

- 7) To consider the development and training needs of the Cabinet and members generally and arrange for training sessions or suitable briefings as appropriate.
- 8) To receive and act as appropriate upon representations from councillors, the public, organisations and senior officers.

2.2 Deputy Cabinet Leader (with Portfolio)

2.2.1 Responsibilities

Assist and deputise for the Leader in his/her absence or when required in any of the Leader's areas of responsibilities.

2.2.2 Key Tasks

Assist and deputise for the Leader in all his/her key tasks.

2.3 All Cabinet Councillors with Portfolio

2.3.1 Responsibilities

- 1) To take responsibility within the Cabinet on the basis of collective decision making and such individual delegation that may apply, for a portfolio of services or functions of the Council.
- 2) To input into the Cabinet any information, intelligence or factors considered relevant to the issues under consideration by the Cabinet.
- 3) To contribute actively through the portfolio and membership of the Cabinet to the formation, implementation, monitoring and scrutiny of the Council's policies, budgets, strategies and services.

2.3.2 Key Tasks

- 1) To participate in the Cabinet and to implement agreed policies by taking responsibility individually and/or collectively for any portfolio allocated by the Leader of the Council, including proposing new policy, strategy, programming, budget and service standards, and leading performance review.
- 2) To develop a clear understanding and in depth knowledge of the respective portfolio, the scope and range of the relevant services for which he/she is responsible and an awareness of current agreed policies and budgetary implications in respect of those services.
- 3) To consult and communicate with all members, council officers, key partners and the community as appropriate to ensure policies, strategies, budgets and decisions are well informed and that Council policies are widely understood and positively promoted.

- 4) To ensure that the Council is briefed at the appropriate time on significant issues within the respective portfolio – i.e. those which have financial or other major resource implications or which will result in a change to established policy.
- 5) To act as spokesperson for the Council and answer and account to the Council and the community on matters within the portfolio.
- 6) To work closely with the Chief Executive, Director and other senior officers responsible for the services within the portfolio and the relevant Overview Committee Chairman.
- 7) To appraise the performance of the Chief Executive, Directors and Heads of Service in accordance with a scheme agreed by the Council.
- 8) To work with officers on the implementation of agreed plans, policies and programmes within the portfolio and inform the Cabinet of progress and performance.
- 9) To participate in scrutiny or performance reviews of services as requested by an Overview Committee.
- 10) To represent the Council and the Cabinet in the community and elsewhere as required by the Leader.

3. Additional Responsibilities and Tasks for Non-Cabinet Councillors

3.1 Chairman of the Council

3.1.1. Responsibilities

- 1) To uphold and promote the purposes of the Constitution and to interpret the Constitution when necessary.
- 2) To preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of councillors and the interests of the community.
- 3) To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which members are able to hold the Cabinet to account.
- 4) To promote public involvement in the Council's activities.
- 5) To be the conscience of the Council, and act impartially.
- 6) To attend such civic and ceremonial functions as the Council and/or he/she determines appropriate and take precedence at formal occasions.
- 7) To ensure the dignity of the office and Council is maintained at all times.

3.1.2 Key Tasks

- 1) To chair all meetings of the full Council.
- 2) To chair major consultation meetings organised by the Council, as appropriate.
- 3) To set the standard of conduct to be expected from all Councillors.
- 4) To help represent the Council in the community and in discussions with regional, national and international organisations and others.
- 5) To attend functions appropriate to the position of Chairman of the Council.
- 6) To host an annual reception and other smaller appropriate functions as necessary.
- 7) To act as host to visiting Royalty, civic dignitaries and other important visitors.
- 8) To ensure that if he or she is unable to attend an appropriate event, that the Vice Chairman of Council or other councillor nominee will attend.
- 9) To meet with relevant officers to ensure the receipt of appropriate advice to enable effective decisions.

3.2 Vice-Chairman of the Council

3.2.1 Responsibilities

- 1) To assist the Chairman of the Council in whatever appropriate activities the Chairman requests.
- 2) To deputise for the Chairman of the Council in his or her absence.

3.2.2 Key Tasks

- 1) To assist the Chairman of the Council in the ceremonial business of the Council and deputise and assist in all other activities as appropriate.
- 2) To be familiar with all relevant rules, procedures and protocols and undertake relevant training and development.

3.3 Chairman of an Overview Committee

3.3.1 Responsibilities

- 1) To chair meetings of an Overview Committee and hold specific responsibility for the programming and direction of reviews, accessing professional advice where appropriate, and the assembly and presentation to Council of reports, including minority reports, where necessary.
- 2) Within the Terms of Reference of the Committee to lead the scrutiny functions of the Council in holding the Cabinet to account, to review and develop policy, and to consider key issues of local concern.
- 3) Set a positive and constructive style and tone to the overview and scrutiny process.

3.3.2 Key Tasks

- 1) To chair one of the Overview Committees and develop and maintain a working knowledge of the practices, procedures, services and functions which fall within the Committee's terms of reference.
- 2) To propose an Annual Overview Programme or work plan, drawn up in consultation with councillors and senior officers, to achieve a balance of service interests and broad coverage of all council services over time.
- 3) To take a lead role in reviewing and/or scrutinising decisions made or actions taken in connection with the discharge of any of the Council's functions, whether reserved to full Council or one of its committees, or to the Cabinet which fall within the Terms of Reference of the Committee.
- 4) To exercise the power to call-in a decision of the Cabinet made but not implemented and falling within the Terms of reference of the Committee in a

responsible and impartial manner in accordance with the Overview and Scrutiny Procedure Rules.

- 5) To lead the development and investigation of policy proposals referred to the Committee by the Cabinet and to maintain regular liaison with the Cabinet Leader and relevant Cabinet Portfolio Holder.
- 6) To take a lead role in scrutinising the decisions of officers, after consultation with the Chief Executive.
- 7) To lead in identifying cross-cutting strategy issues and ensure a corporate approach to appropriate scrutiny in such areas
- 8) To take a lead role in reviewing the performance of other public bodies in the area provided such review directly or indirectly relates to matters falling within the Terms of Reference of the Committee.
- 9) In partnership with the appropriate senior officers, to contribute to the agenda for committee meetings.
- 10) To meet with relevant officers to ensure the receipt of appropriate advice to ensure effective scrutiny and review.
- 11) To ensure contact with non- executive councillors, community representatives and local stakeholders to ensure the effective scrutiny of policies, strategies, budgets and performance.
- 12) To be familiar with the urgency provisions and consider proposals put forward by the Cabinet under these procedures.
- 13) To act as Spokesperson for the Committee and ensure reports and statements reflect the Committee's deliberations to Council and elsewhere.
- 14) To undertake such other meetings as are necessary for effective and efficient functioning of the Committee within its terms of reference.
- 15) To advise the Council as and when there is a need to convene an ad-hoc sub-committee to carry out any part of the scrutiny function.
- 16) To consider the development requirements and training of members of the Overview Committee and to notify the Chairman of the Audit and Standards Committee accordingly.

3.4 Vice Chairman of an Overview Committee

3.4.1 Responsibilities

To assist and deputise for the Chairman of the relevant Overview Committee and to exercise the power to call-in a decision of the Cabinet made but not implemented and falling within the Terms of reference of the Committee in a responsible and impartial manner in accordance with the Overview and Scrutiny Procedure Rules.

3.4.2 Key Tasks

- 1) To assist and deputise for the Chairman of the relevant Overview Committee in all the key tasks of the role as allocated by the Chairman or by the terms of this Constitution

3.5 Chairman and Vice-Chairman of the Regulatory and Other Committees

(Planning, Audit and Standards, Governance and Electoral Arrangements, Appeals and Complaints, Licensing Committee, Joint Staffing Sub-Committee and the Licensing Sub Committee).

(a) As Chairman

3.5.1 Responsibilities

To chair meetings of a statutory or regulatory committee, accessing professional advice, maintaining impartiality and independence, and conducting meetings in accordance with fairness, normal decision making principles and statutory advice.

3.5.2 Key Tasks

- 1) To chair the committee and develop and maintain a working knowledge of the practices, procedures, services and functions which fall within the committee's terms of reference.
- 2) To meet with relevant officers to ensure the receipt of appropriate advice to inform effective decisions.
- 3) To consider the development and training requirements of members of the committee and to notify the Chairman of the Audit and Standards Committee accordingly
- 4) To develop a specialist knowledge in the subject area of the committee, particularly Government guidance and local policies.

(b) As Vice-Chairman

To assist and deputise for the Chairman in all matters relating to the responsibilities and tasks of the committee.

4. Additional Responsibilities of Group Leaders

4.1 Purpose of Role

- 1) To provide leadership to one of the political groups of the Council
- 2) To ensure effective, positive and constructive approach to the governance of the Council.
- 3) To encourage regular attendance and active participation at full Council and meetings of Committees and external bodies to which members of that party group have been nominated or appointed.

4.2 Key Tasks

(a) As Majority Party or Joint Administration Group Leader

- 1) Provide political leadership of the main political grouping of the Council.

(b) As a Group Leader

- 1) To lead one of the political groups of the Council.
- 2) To act as the spokesperson for that group.
- 3) To nominate members of his/her group to serve on committees, and, if appropriate, local outside bodies.
- 4) To identify the training needs of members of the group and to notify the Chairman of the Audit and Standards Committee accordingly.

(c) As Minority Group Leader

- 1) To lead the (or one of the) political groups providing the Council's formal opposition, including scrutiny of the political administration of the Council.

Note: The role of majority party or joint administration group leader may be combined with Leader of the Cabinet. If this is the case, the role should be read in conjunction with that role profile.