

APPENDIX A: MEMBER ROLE PROFILES

COUNCILLOR

Role	Duties and Responsibilities
Purpose	<ul style="list-style-type: none"> • Participate in and support the good governance of the borough. • Represent the interests of the ward which elected you and the borough as a whole and act as link between the council and its citizens. • Contribute to the development of the authority's policies, budget, strategies and service delivery.
Good Governance	<ul style="list-style-type: none"> • Take an active part in the democratic, decision making processes of the council. • Act with openness and integrity, abide by the standards of conduct required by the council and observe all legal requirements for a local authority councillor. • Promote and support open and transparent government. • Maintain the security of information held and managed by the council.
Representation	<ul style="list-style-type: none"> • Work to improve the economy, environment and quality of life of citizens of the borough. • Actively encourage participation in the council's democratic and consultative processes. • Effectively communicate your actions and activities as a councillor to those you represent. • Run regular surgeries to meet with residents of your ward and address their issues. • Act as a council representative on any outside body to which you are appointed, and provide communication between the organisations.
Committee Membership	Be an effective member of any committee or panel to which you are appointed.
Knowledge	Endeavour to have a working knowledge of the council's services, powers and duties.
Relationships	<ul style="list-style-type: none"> • Have respectful, appropriate and effective working relationships with Members, officers and representatives of outside organisations. • Support partnership working within the borough and between public bodies.
Challenge & Oversight	Offer oversight and constructive challenge of council policies and budget and their effectiveness in achieving the strategic objectives of the council.

LEADER OF THE COUNCIL

In addition to the duties of a councillor the following applies:

Role	Duties and Responsibilities
Purpose	<ul style="list-style-type: none">• Provide effective political leadership for the executive and the council.• Develop and provide strategic direction for the executive and the council.• Ensure that the council delivers high quality, value for money services.
Leadership/ Strategic Direction	<ul style="list-style-type: none">• Lead the executive and be responsible for the executive's and the council's corporate and resource strategies.• Develop the policy framework for the executive and the council.• Communicate the administration's policies and priorities to residents and other stakeholders.• Communicate with the senior officer management team and receive their professional advice.• Ensure that the executive operates effectively and fulfils its terms of reference both collectively and as individual portfolio holders.• Champion the long term financial, business and economic stability of the council.
Good Governance	<ul style="list-style-type: none">• Work to the highest standards of probity and corporate governance for the wellbeing of the borough.• Promote adherence to the relevant codes of conduct in the interest of achieving the highest standards of behaviour in public office.• Ensure that the interests of the borough and its citizens are taken into account when developing policy and strategies.
Representation	<ul style="list-style-type: none">• Be the representative voice of the council in its dealings with central government, other local authorities and outside organisations.
Knowledge	<ul style="list-style-type: none">• Develop necessary skills and knowledge in order to effectively carry out your role.• Encourage councillors to develop and maintain skills and knowledge to contribute to the work of the council.
Relationships	<ul style="list-style-type: none">• Build effective and respectful relationships with Members, officers and representatives of outside organisations and work with them in developing policy and strategic direction.• Be aware of issues of importance to residents of the borough and other council stakeholders.

DEPUTY LEADER OF THE COUNCIL

As Deputy Leader of the Council the post holder is required to work to the role profile of a councillor and, as appropriate, that of an Executive Member.

When acting up to the position of Leader of the Council the Deputy Leader will follow the role profile of the Leader of the Council, to the extent appropriate to both the length of time and the terms under which the deputisation is taking place.

EXECUTIVE (CABINET) MEMBER

In addition to the duties of a councillor the following applies:

Role	Duties and Responsibilities
Purpose	<ul style="list-style-type: none">• Lead on all aspects of your portfolio.• Help develop and provide strategic direction for the council.• Contribute effectively towards the council's delivery of high quality, value for money services.
Leadership/ Strategic Direction	<ul style="list-style-type: none">• Champion your portfolio and develop policy for the services within it.• Be accountable for the services in your portfolio and drive forward high performance within budget and in line with council policies.• Help shape and develop the strategic priorities and vision of the executive and the council.• Work with officers to provide briefings to Council Members on developments within your portfolio.
Good Governance	<ul style="list-style-type: none">• Work to the highest standards of probity and corporate governance for the wellbeing of the borough• Promote adherence to the relevant codes of conduct in the interest of achieving the highest standards of behaviour in public office.• Exercise delegated powers in accordance with the council's Constitution.• Ensure that the interests of the borough and its citizens are taken into account when developing policy and strategies.
Representation	<ul style="list-style-type: none">• Represent the executive and the council on external bodies, as appointed and feed back to the Cabinet any issues of relevance/importance.• Be the representative voice of the executive and the council in relation to your portfolio
Knowledge	<ul style="list-style-type: none">• Develop necessary skills and knowledge in order to effectively carry out your role.• Develop and maintain your knowledge of policies related to your portfolio at national, regional and local level.
Relationships	<ul style="list-style-type: none">• Build effective and respectful relationships with Members, officers and representatives of outside organisations and work with them in developing policy and strategic direction.• Be aware of issues of importance to residents of the borough and other stakeholders concerning services within your portfolio.

CHAIRMAN OF A COMMITTEE

In addition to the duties of a councillor the following applies:

Role	Duties and Responsibilities
Purpose	<ul style="list-style-type: none">• Chair committee meetings and ensure the committee works within its terms of reference.• Provide leadership of and direction to the committee.
Leadership/ Strategic Direction	<ul style="list-style-type: none">• Identify the priorities for the work of the committee and ensure there is a manageable and achievable agenda for each meeting.• Encourage all members of the committee to engage in its activities.• Keep the meeting to time.• Encourage citizens to engage with the work of the committee within the council's procedures for public participation.
Good Governance	<ul style="list-style-type: none">• Work to the highest standards of probity and corporate governance for the wellbeing of the borough• Promote adherence to the relevant codes of conduct in the interest of achieving the highest standards of behaviour in public office.
Knowledge	<ul style="list-style-type: none">• Develop and maintain a working knowledge of the professional disciplines, services and constitutional requirements relevant to the work of the committee.• Develop necessary skills and knowledge in order to effectively carry out your role.
Relationships	<ul style="list-style-type: none">• Build effective and respectful relationships with Members, officers and representatives of outside organisations in order to carry out your role.• Be aware of issues of importance to residents of the borough and other stakeholders concerning matters within the terms of reference of the committee.

LEADER OF THE OPPOSITION

In addition to the duties of a councillor the following applies:

Role	Duties and Responsibilities
Purpose	Provide strong, clear political leadership for the largest opposition group on the Council.
Leadership/Strategic Direction	<ul style="list-style-type: none">• Lead on the coordination of proposals on service delivery policies, corporate and resource strategies for the largest opposition group.• Ensure the Shadow Cabinet operates effectively both collectively and as individual portfolio holders.• Coordinate the participation of the opposition group in the business of the council and its committees.
Good Governance	<ul style="list-style-type: none">• Work to the highest standards of probity and corporate governance for the wellbeing of the borough.• Promote adherence to the relevant codes of conduct in the interest of achieving the highest standards of behaviour in public office.• Ensure that the interests of the borough and its citizens are taken into account when developing proposals for opposition policy and strategy.
Representation	<ul style="list-style-type: none">• Be the principal representative voice of the council's largest opposition group.
Knowledge	<ul style="list-style-type: none">• Develop necessary skills and knowledge in order to effectively carry out the role.• Encourage councillors to develop and maintain skills and knowledge to contribute to the work of the council.
Relationships	<ul style="list-style-type: none">• Build effective and respectful relationships with Members, officers and representatives of outside organisations and work with them in developing opposition policy and strategic direction.• Be aware of issues of importance to residents of the borough and other stakeholders.
Challenge and Oversight	<ul style="list-style-type: none">• Provide constructive challenge of the executive's vision, policies, strategies and delivery of services.

SHADOW CABINET MEMBER

In addition to the duties of a councillor the following applies:

Role	Duties and Responsibilities
Purpose	<ul style="list-style-type: none">• Lead on all aspects of your shadow portfolio in developing opposition policies and strategies.• Contribute effectively towards the strategic direction of the largest opposition group on the council.
Leadership/ Strategic Direction	<ul style="list-style-type: none">• Champion your shadow portfolio and shape and develop the strategic priorities and vision of the largest opposition group in relation to that shadow portfolio.• Develop and maintain your knowledge of policies related to your portfolio at national, regional and local level.
Good Governance	<ul style="list-style-type: none">• Work to the highest standards of probity and corporate governance for the wellbeing of the borough.• Promote adherence to the relevant codes of conduct in the interest of achieving the highest standards of behaviour in public office.• Ensure that the interests of the borough and its citizens are taken into account when developing proposals for opposition policy and strategy.
Representation	Be the representative voice of the largest opposition group on the council in relation to your shadow portfolio.
Knowledge	<ul style="list-style-type: none">• Develop necessary skills and knowledge in order to effectively carry out your role.• Develop and maintain your knowledge of policies related to your shadow portfolio at national, regional and local level.
Relationships	<ul style="list-style-type: none">• Build effective and respectful relationships with Members, officers and representatives of outside organisations and work with them in developing opposition policy and strategic direction.• Be aware of issues of importance to the citizens of the borough and other stakeholders concerning services within your shadow portfolio.
Challenge and Oversight	<ul style="list-style-type: none">• In relation to your shadow portfolio, provide constructive challenge of the executive's vision, policies, strategies and delivery of services.