

COUNCILLOR ROLE DESCRIPTIONS

LEAD OFFICER: Tim Capper

REPORT AUTHOR: Tim Capper

Summary: Presents draft role descriptions for elected Members

Recommendation:	That Council agrees the role descriptions for adoption from the start of the new Council in May 2007
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Resource Implications: None of this report

LA 21 Implications: None

Rural Implications: None

Crime & Disorder Act Implications: None

1. INTRODUCTION

- 1.1** The Member Training and Development Panel has been working on a set of Role Descriptions for elected Members since September 2006. This project was recommended to us by North West Employers in their report in which the Council was awarded accreditation to the NWEO Elected Member Development Charter. Role descriptions for Councillors are an increasingly common feature in the democratic framework in local authorities, and will be essential for our retention of NWEO accreditation in 2 years time.
- 1.2** The Member Training and Development Panel has taken a conscious decision to timetable this project for completion in good time for the start of the new Council year in May 2007. The intention is that relevant role descriptions agreed by full Council will be included in the induction pack to be handed to each new or re-elected Councillor following the district elections on 3 May.

2. SCOPE

- 2.2** At the commencement of the project the Panel decided that role descriptions should be produced for the following roles:

Elected Member (Generic – applies to all 51 Councillors)

Leader

Opposition Group Leader

Executive Member

Chair of Regulatory Committee (Planning, Licensing etc)

Chair of other Committee (Audit, Standards etc)

Chair of Overview and Scrutiny Committee

- 2.3** The draft role descriptions have been based on a series of in-depth interviews during January 2007 with a cross section of Councillors and with the Chief Executive and the Democratic Services Manager. The panel has received valuable assistance in this part of the project from Kevin Scallon, Learning and Development Advisor for NWE0, who conducted the interviews and drafted the documents which are before the Council for approval today.

3. CONCLUSIONS

- 3.1** The draft role descriptions have been agreed with minor amendments by the Member Training and Development Panel and circulated to all Councillors. Further minor amendments have been suggested as a result of this consultation and these have been incorporated into the drafts with the agreement of the Panel Chair.

List of Appendices: Role Descriptions

List of Background Documents: None

List of Consultees: All Councillors; Corporate Team

DRAFT SET OF ROLE DESCRIPTIONS AND ASSOCIATED LEARNING AND DEVELOPMENT GUIDANCE FOR VARIOUS ELECTED MEMBER ROLES AT COPELAND BOROUGH COUNCIL (VERSION 1 – JANUARY 2007)

Background

This is a draft set of role descriptions incorporating role development guidance for various elected member roles at Copeland Borough Council. They are designed to be a working document essentially to be use as a guide for both members and officers. These role descriptions are essentially guidance and are not to be considered as prescriptive or exclusive.

The role descriptions set out the responsibilities and functions of the role of elected member and include role development guidance which outlines a range of qualities and skills that the member may require in undertaking the role effective. The role development guidance can assist with the identification of specific or ongoing learning and development needs.

The draft set covers the following roles:

Elected Member (Generic)

Leader

Opposition Group Leader

Executive Member

Chair of a regulatory committee, (e.g. Planning, Licensing etc)

Chair of other committee, (e.g. Audit, Standards etc)

Overview and Scrutiny Committee Chair

This set of draft documents has been produced on the behalf of and in collaboration with Copeland Borough Council's Member Development Steering Group by North West Employers Organisation in January 2007.

ELECTED MEMBER ROLE DESCRIPTION

1. Accountabilities

- To Full Council
- To the electorate of their ward
- The wider public
- External bodies

2. Role Purpose and Activity

Representing and supporting communities

- To represent ward interests
- To be an advocate for Copeland Borough Council in the ward and communities they serve
- 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 champion community concerns and causes to Copeland Borough Council
- 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 promote tolerance and cohesion in local communities
- To seek high performance across the public sector to improve quality of life in West Cumbria and Cumbria as a whole

Making decisions and overseeing council performance

- 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
- To adhere to the principles of democracy and collective responsibility in decision making
- To promote and ensure efficiency and effectiveness in the provision of council and other public services

The Overview and Scrutiny function

To participate fully in the activities of Copeland Borough Council's overview and scrutiny function, delivery of the work programme and any associated task and finish committee.

Assist in the creation, development, improvement and refinement of council policy

Challenge policies on a sound basis of evidence

Assess impact of existing policy

Monitor the performance of service providers against standards and targets

Contribute to the identification and mitigation of risk

Investigate and address the causes of poor performance

Make recommendations to the Executive where necessary

Promote the role of scrutiny within and outside the council

Develop effective internal and external relationships

Demonstrate an objective and evidence based approach to scrutiny

Add value to the decision making and service provision of the authority through effective scrutiny

Use scrutiny as a means to address community issues and engage the public

Encourage key partners to participate in the work of the authority

Build a dialogue around priorities, objectives and performance, among communities and key partners

Participate in a proactive, informed and effective manner taking account of the Code of Conduct, Standing Orders and other constitutional requirements

Representing Copeland Borough Council (subject to appointment)

To represent Copeland Borough Council on local outside bodies as an appointee of Copeland Borough Council and keep the Council informed on the business of such bodies

To represent Copeland Borough Council on local partnership bodies, promoting common interest and co-operation for mutual gain

To represent and be an advocate for Copeland Borough Council on national bodies and at national events

Internal governance, ethical standards and relationships

To promote and support good governance of Copeland Borough Council and its affairs

To make adequate and appropriate preparation for all elected member activities

To provide community leadership and promote participation by the public

To promote and support open and transparent government

To support, and adhere to respectful, appropriate and effective relationships with employees of Copeland Borough Council

To adhere to the Member's Code of Conduct, the Member/Officer Protocol and the highest standards of behaviour in public office

Personal and role development

To participate in opportunities for development provided for members by Copeland Borough Council or external partners

3. Values

To be committed to the values of Copeland Borough Council and the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability

4. Skills and Knowledge

To participate in opportunities for development provided for members by Copeland Borough Council and to be effective in 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
- Ability to chair and manage the work of local meetings and committees
- Knowledge and understanding of meetings law, rules and conventions

Making decisions and overseeing council performance

- Knowledge and understanding of meetings law, rules and conventions
- The ability to challenge ideas and contribute positively to policy development

Overview and Scrutiny function

- An understanding of strategic, policy and service contexts for decisions
- Understand the principles of setting and operating a work programme
- The ability to challenge ideas and contribute positively to policy development
- Respect for, and desire to work with, different groups and individuals

Ability to negotiate and build consensus
Ability to interpret information and data from a range of sources
Ability to act objectively and on the basis of evidence

Representing Copeland Borough 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
Have knowledge and understanding of the Code of Conduct and Member/Officer Protocol
A knowledge and commitment to the values of Copeland Borough Council

LEADER ROLE DESCRIPTION

1. Accountabilities

- To Full Council
- To nominating group
- To the Executive through collective responsibilities

2. Role Purpose and Activity

Provide political leadership to Copeland Borough Council
To be a political figurehead for Copeland Borough Council; to be the principal political spokesperson for Copeland Borough Council.
On behalf of the community is prepared to make difficult decisions out of conflicting interests and viewpoints
To provide leadership in building a political consensus around council policies
To form a strategic vision and direction for Copeland Borough Council and community

To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery
Inspires and gains commitment to policies and decisions
Builds strong relationships with senior officers and the Executive based on open communication, co-operative working and trust
Works across political and council boundaries to foster communication and encourage co-operation

Appoint the Executive*

Appoint appropriate elected members to the executive
Designate the appropriate portfolios
Agree the areas of responsibilities of executive members taking into account the abilities of individual members
Agree the number of required portfolios

Representing and acting as the Leader of Copeland Borough Council

Represent Copeland Borough Council to a high standard. Provide a strong, competent and high profile figure as required and to represent Copeland Borough Council both within the County, nationally and internationally

Represent Copeland Borough Council on partnership bodies.
Provide leadership and support key local partnerships and key organisations

* Subject to confirmation by Full Council

Provide leadership within the portfolio

Fulfil the role of a portfolio holder, undertake portfolio responsibilities with the allocated areas of responsibility, having regard to the role purpose and activities of an executive member

Reporting to Overview and Scrutiny Committees and others as required

Manage and lead the work of the Executive and chair meetings

Ensure the effective running of the Executive by managing the forward work programme and ensuring its continuing development.

Ensure the work of the Executive meets national and local policy objectives.

Delegating responsibilities to Executive Members

Advise and mentor other Executive members in their work.

To chair meetings of the Executive in line with the Constitution.

In the Leader's absence to nominate an Executive member to fulfil this role.

Participate in the collective decision making of the Executive

To work closely with other Executive members to ensure the development of effective council policies and the budgetary framework for Copeland Borough Council, and the delivery of high quality services to local people.

To accept collective responsibility and support decisions made by the Executive once they have been made.

To work with officers to lead the organisation

To work alongside the Chief Executive, and other appropriate officers, on a regular basis

To ensure employees of Copeland Borough Council recognise that it is member led organisation and the management roles of officers and the development of policy issues follows from this.

Leading partnerships and community leadership

Ensuring that the voice of local communities within Copeland Borough is heard at regional/national/ international levels

To give leadership to local strategic partnerships and local partners in the pursuit of common aims and priorities

To act as a leader of the local community by showing vision and foresight

To reach consensus in cases of different priorities and disagreement

Internal governance, ethical standards and relationships

To promote and support good governance of Copeland Borough Council and its affairs

To provide community leadership and promote participation by the public

To promote and support open and transparent government

To support, and adhere to respectful, appropriate and effective relationships with employees of Copeland Borough Council

To adhere to the Member's Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office

3. Values

To be committed to and demonstrate the following values in public office:

- Openness and transparency

- Honesty and integrity

- Tolerance and respect

- Equality and fairness

- Appreciation of cultural difference

- Sustainability

- Inclusive leadership

- Consensus building

4. Skills and Knowledge

To participate in opportunities for development provided for members by Copeland Borough Council and to be effective in the following:

Provide political leadership to Copeland Borough Council

Respect and trust of other members

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 Copeland Borough Council

An understanding of Copeland Borough Council's strategy, policies and operations

Appoint the Executive

An understanding of the rules for the appointment of Executive Members
An ability to recognise talent amongst 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 Representative for Copeland Borough Council

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

Provide leadership within the portfolio

The skills necessary for an Executive member to fulfil their role.

Manage and lead the work of the Executive and chair meetings of the Executive

An understanding of the Executive procedure rules
Skills to Chair meetings, including encouraging participation from all members.
A knowledge and understanding of local and national policy objectives and the aspirations of other relevant organisations
An overview of the work being carried out by Executive members.
Participate in the collective decision making of the Executive
The ability to constructively challenge decisions and suggest alternatives
To work 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

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 Copeland Borough Council

LEADER OF OPPOSITION ROLE DESCRIPTION

1. Accountabilities

To Full Council
To nominating group

2. Role Purpose and Activity

Provide political leadership to Copeland Borough Council's opposition
To be a political figurehead for Copeland Borough Council's leading opposition
Group to be the principal political spokesperson for Copeland Borough Council's
opposition
To provide leadership in the critical challenge of Copeland Borough Council's
strategic direction and policies
At times and as appropriate, to form an alternative vision for Copeland Borough
Council and community

To provide strong leadership in the co-ordination of alternative policies, strategies and service delivery approaches for Copeland Borough Council.

Appoint the Shadow Executive
Appoint Shadow Executive Members and designate the portfolios
Appoint appropriate elected members to each portfolio with regard to their
abilities.

Representing and acting as Representative for Copeland Borough Council

Represent the opposition group on Copeland Borough Council to a high standard.
Provide a strong, competent and high profile to represent opposition both within
the Borough and on external bodies

Provide leadership within the portfolio

Fulfil the role of a shadow executive portfolio holder, having regard to the role
purpose and activities.

Manage and lead the work of the Shadow Executive and chair meetings

Ensure the effective running of the shadow Executive by managing the shadow Executive's work programme and ensuring its continuing development.

Ensure the work of the shadow Executive links to local and national policy guidance.

Advise and mentor other shadow Executive members in their work.

To chair meetings of the shadow Executive effectively

In the Leader's absence the Deputy Leader should fulfil this role.

Participate in the collective decision making of the Shadow Executive

To work closely with other shadow Executive members to ensure the development of effective opposition policies and other issues in opposition to the Copeland Borough Council's political leadership.

To work with officers to lead the organisation

To liaise with the Chief Executive, and other appropriate officers, on a regular basis

Work with employees of Copeland Borough Council taking into account the opposition's position on strategic vision and the direction of Copeland Borough Council.

Leading partnerships and community leadership

To shadow Copeland Borough Council's involvement in local strategic partnerships and local partners

To act as an opposition leader of the local community by providing alternative vision, foresight and policies

Internal governance, ethical standards and relationships

To promote and support good governance of Copeland Borough Council and its affairs

To provide community leadership and promote participation by the public

To promote and support open and transparent government

To support, and adhere to respectful, appropriate and effective relationships with employees of Copeland Borough Council

To adhere to the Member's Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office

3. Values

To be committed to and demonstrate the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability
- Inclusive leadership
- Consensus building

4. Skills and Knowledge

To participate in opportunities for development provided for members by Copeland Borough Council and to be effective in the following:

Provide political leadership to Copeland Borough Council's opposition

- 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 Copeland Borough Council
- An understanding of Copeland Borough Council's strategy, policies and operations

Appoint the Shadow Executive

- An understanding of the Group's rules for the appointment of Shadow Executive Members
- An ability to recognise talent amongst members
- An ability to negotiate alongside Copeland Borough Council's Leader most advantageous appointments across political groups
- To appraise, guide and mentor senior members

Representing and acting as an opposition representative for Copeland Borough Council

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

Provide leadership within the portfolio

The skills necessary for a shadow Executive member to fulfil their role in opposition.

Manage and lead the work of the shadow Executive and chair meetings of the shadow Executive

An understanding of how the shadow Executive should operate effectively
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 shadow Executive members.
Participate in the collective decision making of the shadow Executive
The ability to constructively challenge decisions and suggest alternatives
To work with officers to in the Group's opposition role
An understanding of the roles and responsibilities of the Chief Executive and other officers

Involvement in partnerships and community leadership

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

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 Copeland Borough Council

EXECUTIVE MEMBER ROLE DESCRIPTION

1. Accountabilities

- To the Leader
- To the Executive (through collective responsibility)
- To Full Council
- To Officers (Team approach)

2. Role Purpose and Activity

Portfolio leadership

Engender strong working partnerships with relevant senior officers within portfolio

Giving political direction to officers working within the portfolio

Gain the respect of officers within the portfolio; provide support to officers in the implementation of portfolio programmes

Provide leadership in the portfolio

Liaise with the appropriate scrutiny chair and receive scrutiny reports and attend Scrutiny meetings as required

Be accountable for choices and performance in the portfolio

Have an overview of the performance management, efficiency and effectiveness of the portfolio

Making executive decisions within the Portfolio in accordance with delegated authority and the political context

Contribute to the setting of strategic agenda and work programme for the portfolio

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 Executive.

Provide assistance in working up and carrying through a strategic work programme both political and statutory. Carry out consultations with key partners as required. Make sure that the portfolio's forward work programme is kept up to date and accurate.

Provide representation for the portfolio

Provide a strong, competent and persuasive figure to represent the portfolio. Be a figurehead in meetings with key partners.

Reporting and accounting

Report as appropriate to the Leader, Full Council, Executive, appropriate chair of scrutiny, regulatory bodies and the media in consultation or as directed by the leader.

Be the principal political spokesperson for the portfolio along with the leader and other executive colleagues.

Appear before scrutiny committees in respect of matters within the portfolio.

Take an active part in Executive meetings and decision making

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

Leading partnerships and community leadership

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

Internal governance, ethical standards and relationships

To promote and support good governance of Copeland Borough Council and its affairs

To provide community leadership and promote active participation by Copeland citizens

To promote and support open and transparent government

To support, and adhere to respectful, appropriate and effective relationships with employees of Copeland Borough Council

To adhere to the Members' Code of Conduct, Member/Officer Protocol and the highest standards of behaviour in public office

3. Values

To be committed to the values of Copeland Borough Council and the following values in public office:

Openness and transparency

Honesty and integrity

Tolerance and respect

Equality and fairness
Appreciation of cultural difference
Sustainability
Inclusive leadership

4. Skills and Knowledge

To participate in opportunities for development provided for members by Copeland Borough Council and to be effective in the following:

Portfolio leadership

An understanding of Copeland Borough Council's strategy, policies and operations

Leadership skills

Contribute to the setting of 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

Provide representation for the Portfolio

Public speaking skills

Good presentation skills

Report as appropriate

High level communication skills

Take an active part in Executive 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

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 Copeland Borough Council

CHAIR OF A REGULATORY COMMITTEE ROLE DESCRIPTION (PLANNING, LICENSING, ETC)

1. Accountabilities

To Full Council

To the members of the regulatory committee

2. Role Purpose and Activity

Provide leadership and direction

Provide confident and effective management of meetings to promote a collaborative approach, participation and clear decision making

Consistency in the quality and effectiveness of decision making

Ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process

Demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements

Delegate actions to sub committees as appropriate

Promoting the role of the regulatory committee and quasi-judicial decision making

Act as an leader/representative for the regulatory committee function, facilitating understanding of the role

Act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly

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

Internal governance, ethical standards and relationships

Develop the standing and integrity of the committee and its decision making

Understand the respective roles of members, officers and external parties operating within the regulatory committee's area of responsibility

Promote and support good governance by Copeland Borough Council.

3. Values

To be committed to the values of Copeland Borough Council and the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability

4. Skills and Knowledge

To participate in opportunities for development provided for members by Copeland Borough Council and to be effective in the following:

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 Copeland Borough 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
- Capability to recommend an alternative course of action, if relevant

Promoting the role of the regulatory committee and quasi-judicial decision making

- Understanding and appreciation of the regulatory 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 Copeland Borough Council

CHAIR OF OTHER COMMITTEE ROLE DESCRIPTION (AUDIT, STANDARDS, ETC)

1. Accountabilities

To Full Council
To the members of this committee

2. Role Purpose and Activity

Provide leadership and direction

Provide confident and effective management of meetings to facilitate team work participation and clear decision making
Consistency in the quality and effectiveness of decision making
Ensure that applicants and other interested parties are satisfied as to the transparency of the regulatory process
Demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements
Delegate actions to sub committees as appropriate

Promoting the role of this committee and quasi-judicial decision making

Act as an Representative for this committee, facilitating understanding of the role
Act within technical, legal and procedural requirements to oversee the functions of the committee fairly and correctly
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

Internal governance, ethical standards and relationships

Develop the standing and integrity of the committee and its decision making
Understand the respective roles of members, officers and external parties operating within this committee's area of responsibility
Promote and support good governance by Copeland Borough Council.

3. Values

To be committed to the values of Copeland Borough Council and the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability

4. Skills and Knowledge

To participate in opportunities for development provided for members by Copeland Borough Council and to be effective in the following:

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 Copeland Borough 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 this committee and quasi-judicial decision making

- Understanding and appreciation of the regulatory 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 Copeland Borough Council

OVERVIEW AND SCRUTINY CHAIR ROLE DESCRIPTION

1. Accountabilities

Full Council
The Public
External Regulatory Bodies
Other bodies (Partnership bodies and group); Audit Commission

2. Role Purpose and Activity

Provide leadership and direction

Provide confident and effective management of the member team
Promote the role of Scrutiny within and outside Copeland Borough Council, liaising effectively both internally within Copeland Borough Council and externally with Copeland Borough Council's partners
Develop a balanced work programme of the committee which includes executive pre-decision scrutiny, policy development and review, investigative scrutiny, and performance monitoring
Ensure the programme takes account of relevant factors such as: the work programmes of the executive and other committees, strategic priorities and risks, and relevant community issues
Demonstrate an objective and evidence based approach to scrutiny
Evaluate the impact and added value of scrutiny activity and identify areas for improvement along with Chairs from other scrutiny committees

Manage the work programme

Ensure that the work programme is delivered
Report on progress against the work programme to Council, and others as appropriate
Liaise with officers, other members and community representatives to resource and deliver the work programme

Hold the Executive to account

Evaluate the validity of executive decisions and challenge inappropriate decisions through call in

Effective meeting management

Set agendas containing clear objectives and outcomes for the meeting
Manage the progress of business at meetings, ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to
Ensure that the necessary preparation is done beforehand
Ensure that all participants have an opportunity to make an appropriate contribution

Community leadership

Act as a focus for liaison between Copeland Borough Council, community and external bodies in relation to the scrutiny function
Build understanding and ownership of the scrutiny function within the community
Identify relevant community based issues for scrutiny
Involve fully external key partners for example, service users expert witnesses and partners in scrutiny activity

Involvement and development of committee members

Encourage high performance from all committee members in both committee and task and finish groups
Assess individual and collective performance within the committee and facilitate appropriate development

3. Values

To be committed to the values of Copeland Borough Council and the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural differences
- Sustainability
- Consensus building

4. Role development Guidance

To participate in opportunities for development provided for members by Copeland Borough Council and to be effective in the following:

Provide leadership and direction

Understanding of council role and functions
Understanding of role of scrutiny, terms of reference for the committee, role of chair, and other aspects of the democratic arrangements
Understanding of member support functions
Understanding of council priorities and risks
Ability to develop work programmes
Understanding of community issues
Objectivity
Negotiation and consensus building
Ability to build constructive and 'critical friend' relationships with the Executive

Manage the work programme

Ability to manage projects and resources
Ability to manage people
Ability to prioritise
Ability to report progress to different groups in different styles

Holding the Executive to account

Understanding of arrangements for call in

Effective meeting management

Understanding and application of meeting protocols, code of conduct, standing orders and other constitutional requirements
Ability to chair meetings effectively, managing the agenda and progressing business
Ability to facilitate effective discussions
Ability to listen and question effectively

Community leadership

An understanding of the community leadership role
Knowledge of local issues and expectations
Ability to work effectively with all members of the community and build understanding and ownership of scrutiny
Knowledge of the individuals and organisations in the community especially those traditionally excluded

Involvement and development of committee members

Understanding of role and skills of the scrutiny committee and its individuals
Ability to support members and the committee in assessing their performance
Ability to identify any training and development needs and procuring appropriate learning and development