

Part 7

Members' Allowances Scheme and Members' Competencies

PART 7 - MEMBERS' ALLOWANCES AND EXPENSES SCHEME 2010/11

Introduction

The scheme has been made in exercise of the powers conferred on the Council by the Local Authorities (Members' Allowances) (England) Regulations 2003.

In this scheme the term 'year' means the 12 months ending 31 March.

The scheme will be reviewed before the beginning of each year and may be amended at any time during the course of the financial year by resolution of the Council after having regard to the recommendations of the Independent Remuneration Panel.

Basic Allowance

For each 'year' the Basic Allowance specified in Schedule 1 shall be paid to each elected member of the Borough Council.

Special Responsibility Allowance

For each year councillors who hold the special responsibilities that are specified in Schedule 1 will be paid the Special Responsibility Allowance stated in the Schedule.

With the exception of the allowance payable to Group Leaders no member will be entitled to more than one special responsibility allowance.

Dependant Carers' Allowance

Members are able to claim the Childcare and Dependants' Carers' Allowance stated in Schedule 1 for any 'Approved Duty' specified in Schedule 2.

The definition of a dependant for the purpose of payment of an allowance should be that used in S57A (3) of the Employment Right Act 1996. This is a spouse, a child, a parent, a person who lives in the same household but who is not an employee, tenant, lodger or boarder.

Additionally the secondary carer must not be a member of the claimant's immediate family i.e. spouse or partner, other children of the member or the member's spouse or any member of the member's family who lives at the same address as the member. Nor should it be an employee, tenant, lodger or boarder who lives at that address.

Payment of Dependant Carers' Allowances will be on the production of invoices.

Travelling and Motor Mileage Allowances

Members including Co-opted members will be reimbursed travel expenses, including car parking, for the Approved Duties specified in Schedule 2.

Members will be reimbursed car mileage from their home to place of duty and return in respect of attendance at approved duties, in accordance with the rates specified in Schedule 1.

For longer journeys outside the Borough the second-class rail fare will normally be paid (irrespective of whether the member chooses to use a car), together with taxi fares, parking charges and underground fares incurred.

However, where it is impractical for a member to travel by train because the venue is difficult to get to by train or within the time allowed, or extra passengers/luggage have to be taken, car mileage will be allowed at the appropriate rate specified in Schedule 1.

Subsistence

Actual costs necessarily incurred in undertaking Approved Duties specified in Schedule 2. will be reimbursed subject to the maximum subsistence allowances set in Schedule 1. Receipts should be obtained and submitted.

Internet Access for Council Business

The cost of internet access is included within the basic allowance.

Approved Duties

Travelling and Subsistence and Dependants' Carers' Allowances are payable in respect of the duties set out in the regulations. These include attendance at meetings, undertaking duties on behalf of the council and other duties approved by the council in connection with discharging the duties of the council or its committees or sub-committees.

Approved Duties are specified in Schedule 2.

Forgoing Allowances

A member may, by notice in writing to the Head of Finance and Governance, elect to forego all or part of his/her entitlement to an allowance under this scheme.

Part Year Entitlements

Entitlement to Basic and Special Responsibility Allowances will be calculated to reflect a part year's membership of the Council and the holding of special responsibilities.

Payments

Allowances will be paid in instalments of one-twelfth of the amounts specified (except where a lesser amount is due) by BACS transfer on the 15th of the month, one month in arrears. Travel and subsistence will be paid subject to a claim being received.

Schedule 1**Childcare and Dependant Carers' Allowances**

An allowance for any approved duty of **£6 per hour**

Motor Mileage Allowances

Paid in accordance with the rates published annually by the National Joint Council.

The current rates are as follows:

	<u>451 - 999cc</u>	<u>1000 - 1199cc</u>	<u>1200 - 1450cc</u>
<u>Essential Users</u>			
Lump sum per annum	£846	£963	£1,239
per mile first 8,500	36.9p	40.9p	50.5p
per mile after 8,500	13.7p	14.4p	16.4p
Petrol Element	9.406p	10.366p	11.288p
Amount of VAT per mile in petrol element	1.400p	1.543p	1.681p
<i>Casual Users</i>			
per mile first 8,500	46.9p	52.2p	65.0p
per mile after 8,500	13.7p	14.4p	16.4p
Petrol Element	9.406p	10.366p	11.288p
Amount of VAT per mile in petrol element	1.400p	1.543p	1.681p

Passengers – for each passenger authorised or eligible to attend an approved duty an addition of 5 pence per mile.

Travel by Bus – the actual fare paid

Travel by Rail – the actual fare paid (limited to second class)

Travel by Taxi – the actual fare paid where alternative transport not available or appropriate.

Travel by Cycle – 20 pence per mile

Subsistence and Overnight Accommodation Expenses

Actual expenditure necessarily incurred will be reimbursed subject to the maximum allowances set out below. All receipts should be produced to enable the Council to reclaim VAT where appropriate

Day Subsistence – Paid at the maximum rates published by the National Joint Council. The current rates (**still to be updated by the NJC for 2010/11**) are:-

- (1) **Breakfast allowance** (only where an overnight stay is necessary) - **£6.69**
- (2) **Lunch allowance** (away from normal place of residence between 12 noon and 2pm and prevented from following normal lunch arrangements- **£9.24**
- (3) **Tea allowance** away from normal place of residence between 3pm and 6pm and prevented from following normal tea arrangements - **£3.66**
- (4) **Evening meal allowance** away from normal place of residence between 7pm and 10pm and prevented from following normal evening meal arrangements or an overnight stay away from home is necessitated - **£11.44**

Overnight Accommodation

- (1) In the case of absence overnight from the usual place of residence – **£ reasonable actual costs**
- (2) For such an absence overnight in London or, for the purposes of attendance at an annual conference of the Local Government Association - **£ reasonable actual costs**

These rates will apply for re-imbursment claims where the need for overnight accommodation was unforeseen.

Where the need for accommodation for meetings, conferences and seminars is known it should be booked in advance at the most appropriate rate available having regard to the location and the place of the meeting and duration of the required stay. Please contact Democratic Services regarding the booking.

MEMBERS' ALLOWANCES AND EXPENSES**APPLICABLE TO 31 MARCH 2011**

Type of Allowance	2009/10	2010/11	Est. No
	£	£	
Basic Allowance	4,180	4,730	48
Special Responsibility Allowances			
Group Leaders			
- Majority Group - included in Leader's Allowance			
- Opposition Group – 5 - 9 Members	2,548	2,548	1
Leader	12,020	16,750	1
Cabinet Member	7,240	8,990	5
Chair of:-			
Scrutiny Select Committees	5,279	5,279	3
Licensing	1,980	1,980	1
General Purposes	1,980	1,980	1
Joint Transportation Board	1,980	1,980	1
Audit Committee	1,980	1,980	1
Planning Committees	5,279	5,279	2
Vice Chair of:			
Scrutiny Select Committees	1,320	1,320	3
Licensing	495	495	3
General Purposes	495	495	1
Joint Transportation Board	495	495	1
Audit Committee	495	495	1
Planning Committees	1,320	1,320	2
Lead Members	2,760	2,760	5
Co-Optees Allowance			
Chair of Standards Committee	1,980	1,980	1
Vice-Chair of Standards Committee		495	1
Non Borough members of Standards/Audit Cttees	528	800	13

Schedule 2

APPROVED DUTIES FOR THE PAYMENT OF TRAVELLING, SUBSISTENCE AND CARERS ALLOWANCES

1. A meeting of the cabinet
2. A meeting of a committee of the Cabinet or an Advisory Panel
3. A meeting of the council
4. A meeting of a committee or sub-committee of the council
5. A meeting of some other body to which the council make appointments or nominations, or
6. A meeting of a committee or sub-committee of a body to which the council make appointments or nominations
7. A meeting which has **both** been authorised by the council, a committee, or sub-committee of the council or a joint committee of the council and one or more other authorities, or a sub-committee of a joint committee **and** to which representatives of more than one political group have been invited
8. A meeting of a local authority association of which the council is a member
9. Duties undertaken on behalf of the council in pursuance of any standing order requiring a member or members to be present while tender documents are opened
10. Duties undertaken on behalf of the council in connection with the discharge of any function of the council conferred by or under any enactment and empowering or requiring the council to inspect or authorise the inspection of premises
11. Any other duty approved by the council in connection with discharging the duties of the council or its committees or sub-committees – **SEE BELOW**.

Other Approved Duties

1. Agenda briefing meetings for Cabinet Members, Chairman and Vice-Chairmen and Advisory Panel members.
2. Planning site visits.
3. Interviews for the appointment of staff.
4. Special briefing meetings called by the Chief Executive, Head of Finance and Governance or Directors.
5. Meetings with outside bodies or individuals at the request of Chief Executive, Head of Finance and Governance or Directors.
6. Conferences and seminars approved by the Council, Cabinet, Committee or the Chief Executive.
7. Training and induction.
8. Pre-arranged meetings with an officer in respect of matters relevant to their Committees etc or external bodies to which they have been appointed by the Council but excluding meetings in connection with ward business.

PART 7

ROLE DESCRIPTION AND COMPETENCIES FOR A COUNCILLOR

1.0 PURPOSE

- To participate constructively in the good governance of the Council, through the formation and scrutiny of the Council's policies, plans, strategies, budget and service delivery.
- To represent effectively the interests of the constituents and stakeholders of the Borough.

2.0 DUTIES & RESPONSIBILITIES

2.1 **As a Councillor:**

- To fulfil the statutory and locally determined requirements of an elected member with the Council, including:
 - compliance with all relevant codes of conduct, protocols, the Local Government Acts and the Constitution
 - participation in the decisions and activities of full Council (e.g. setting budget, developing and agreeing policies, plans, strategies, service delivery levels and priorities).
- To participate in the scrutiny or performance review of the services of the Council (e.g. policies and budget, and their effectiveness in achieving the strategic objectives of the Council)
- To develop and maintain a working knowledge of the Council's services, management arrangements, powers/duties and constraints, and to develop good working relationships with officers.
- To act in the interests of the ward's constituents you represent and all the Borough's stakeholders.
- To represent and champion the Council to the community, and the community to the Council. To act as a channel of communication between the community and the Council. To act as an ambassador for the Council.
- To develop and maintain a working knowledge of the organisations, services, activities and other factors which impact upon the community's well-being and identity. Develop partnership working with these individuals or organisations.
- To contribute constructively to open government and democratic renewal through active encouragement to the community. To participate generally in the government of the area.
- To seek and participate in training and development opportunities

2.2 **As a Member of a Committee/Working Party/Panel**

- To participate effectively as a member of any committee or working party or panel to which the Councillor is appointed:
 - Have a working knowledge of the Constitution and/or terms of reference

- Have an awareness of the strategic position on the issues being discussed
- Prepare by reading all relevant agendas, reports, minutes and background information and seek officer and/or fellow Councillor advice.
- Participate constructively in the debate and discussion. Actively listen and question.

2.3 Representing the Council on an external organisation

- To participate effectively in the activities of an outside organisation to which the Councillor is appointed:
 - To develop and maintain a working knowledge of the Council's policies and practices in relation to that organisation and of the community's needs and aspirations in respect of the organisation's role and functions.
 - Provide two way communication between the Council and the external organisation working knowledge of the Constitution and/or terms of reference

3.0 COMPETENCIES

The role of a Councillor	<ul style="list-style-type: none"> • Understanding of the role of the Councillor, the key activities and the commitment required. • Understanding of the ethical framework and the local Code of Conduct. • Understanding of the Constitution and how it affects the Councillor. • Knowledge of the Council officer responsibilities and contact points. • Knowledge of the protocols for working with officers. • Knowledge of the facilities and services available to councillors and how to access them. • Ability to develop effective partnerships – with the Council and other organisations. • Ability to scrutinise information and make informed decisions.
Political skills	<ul style="list-style-type: none"> • Understanding of the local, national and party politics. • Understanding of how local government works. • Understanding of the national agenda for local government.
Community leadership	<ul style="list-style-type: none"> • Understanding the concerns of the community and being able to focus on them and articulate them. • Knowledge of the ward, community groups and organisations. • Understanding of the diverse nature of the local community.

	<ul style="list-style-type: none"> • Ability to engage with the community and voluntary groups, especially hard to reach groups and supporting community projects. • Understanding of the Council's approach to community development and social inclusion. • Ability to influence local opinion and Council policy.
Tunbridge Wells Borough Council	<ul style="list-style-type: none"> • Knowledge of how the Council interrelates with Parish and Town Councils, County and Central Government. • Understanding of the structure of the Council and how it operates. • Knowledge of the direction of the Council in the short, medium and long term, in particular its strategic direction and priorities. • Understanding of the core processes, for example, business planning, financial planning and performance management. • Understanding of local policies and procedures, for example, Complaints procedure, and Customer Service Standards and Competencies. • Understanding of the financial position of the Council and where monies are obtained. • Understanding of and the commitment to, the legislation that affects the Council and therefore the role of the Councillor – Local Government Act, Equalities, Health and Safety.
Managing information and making decisions	<ul style="list-style-type: none"> • Understanding the processes behind data presented, for example, the budget cycle and performance management. • Ability to read quickly and maintain understanding. • Understanding of the Access to Information legislation and the Council's approach. • Knowledge of the Council's research and consultation processes and results. • Knowledge of how decisions are made. • Ability to use creative thinking skills. • Ability to present a logical argument.
ICT skills	<ul style="list-style-type: none"> • Awareness of systems and what a computer can do – communicate and interpret information. • Ability to use e-mail – create, send and receive e-mails and manage personal distribution lists and message folders. • Ability to create, save, edit, print and format Word documents. • Ability to use the Internet to carry out research. • Ability to deal with minor problems with the IT hardware and software.

<p>Communication skills</p>	<p>Written</p> <ul style="list-style-type: none"> • Ability to produce letters and reports in plain English. • Knowledge of the Corporate style for letter and report writing. <p>Verbal</p> <ul style="list-style-type: none"> • Ability to present and speak in public to a variety of audiences. <p>With the Media</p> <ul style="list-style-type: none"> • Understanding of the corporate guidance on interacting with the media. • Ability to work effectively with the media. <p>Interpersonal skills</p> <ul style="list-style-type: none"> • Ability to carry out two-way communication. • Ability to successfully negotiate, mediate, persuade and influence. • Ability to handle conflict and offer solutions. • Ability to campaign on behalf of constituents and local organisations. • Ability to network effectively. • Ability to work effectively in a team.
<p>Meeting skills</p>	<ul style="list-style-type: none"> • Knowledge of the meeting format, timetable and location. • Knowledge of the protocol(s), the Council's Constitution and meeting conventions. • Ability to make the public/media/visiting speakers feel welcome and part of the meeting. • Ability to prepare for meetings and use research skills. • Ability to actively and constructively participate in meetings – listening, questioning, debating, discussing, scrutinising, presenting and voting.
<p>Personal skills</p>	<p>Development</p> <ul style="list-style-type: none"> • Ability to identify gaps in knowledge, skills and/or experience. • Ability to seek out opportunities for development. • Ability to reflect on learning and identify ways to further develop. <p>Life balance</p> <ul style="list-style-type: none"> • Knowledge of key personal activities and responsibilities. • Knowledge of who to contact for help and support. • Ability to plan, organise and manage time effectively. <p>Safety</p> <ul style="list-style-type: none"> • Understanding of the responsibilities for health and safety as an individual. • Understanding and operation of personal safety strategies.

If the councillor sits on the Eastern or Western Area Planning Committee then the following competencies are applicable:

Planning and development control	<ul style="list-style-type: none"> • Ability to understand the planning legislation and regulations and their application in determination of planning applications. • Ability to understand the effects of the Committee's decisions in relation to the Council's priorities and Strategies/Plans (e.g. the Local Plan) and the needs of the community. • A working understanding of the Planning Protocol and the Constitution in relation to planning issues.
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If the councillor sits on the Licensing Committee and /or Sub Committee then the following competencies are applicable:

Licensing	<ul style="list-style-type: none"> • Ability to understand the legislation related to the Committee and sub-committees and apply it in determining licensing applications. • Ability to understand the effects of the Committee's decisions in relation to the Council's priorities and Strategies/Plans and the needs of the community. • A working understanding of the Licensing Protocol and the Constitution in relation to licensing issues.
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If the councillor is the Chairman of a Committee, Sub Committee, Board or Working Party then the following competencies are applicable:

Chairing skills	<ul style="list-style-type: none"> • Thorough knowledge of the Constitution/terms of reference and code of conduct and protocol for the meeting being chaired • Understanding of the role of the chairman, the members of the committee and support officer(s) • Ability to provide leadership and direction to the meeting – developing a work plan, setting priorities, for instance, where required. • Ability to communicate effectively – listening, questioning, paraphrasing • Ability to ensure meetings are focussed, appropriate debate takes place, members are able to contribute and effective decisions are made. • • Ability to effectively represent the Council and the Committee to the media. • Involve members of the public in a courteous and professional way, following the Council's procedures
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ROLE DESCRIPTION AND COMPETENCIES FOR THE CHAIRMEN OF THE EASTERN AND WESTERN AREA PLANNING COMMITTEES

1.0 PURPOSE

- To chair the Eastern or Western Area Planning Committee and to take a lead on behalf of the Committee on planning legislation and planning issues coming before the Committee.

2.0 DUTIES & RESPONSIBILITIES

- To chair the Eastern or Western Area Planning Committee.
- To receive a briefing from officers regarding the items coming forward for the Committee to ensure he/she is fully briefed to be able to give a lead to members on how to deal with these issues.
- To keep up-to-date with all National Planning Legislation and be able to give to the Committee a 'lay-person's' view of the legislation's effect on applications being determined by the Committee.
- To keep up-to-date with all Local Planning Policies, at Regional, County and Borough levels and to give a lead to the Committee on how these policies should be applied to the decisions of Committee.
- To act as a main point of contact for public and media enquiries relating to the work of the Committee. To ensure that members of the public are welcomed and given the right to participate.
- To encourage Committee members to deal with the issues placed before them in an unbiased manner and in accordance with the code of conduct for dealing with planning applications.

These duties and responsibilities are in addition to those detailed in the role description of a Councillor.

3.0 COMPETENCIES

Chairing skills	<ul style="list-style-type: none"> • Thorough knowledge of the Constitution/terms of reference and code of conduct and protocol for the meeting being chaired. • Understanding of the role of the chairman, the members of the committee and support officer(s). • Ability to provide leadership and direction to the meeting – developing a work plan, setting priorities, for instance, where required. • Ability to communicate effectively – listening, questioning, paraphrasing. • Ability to ensure meetings are focussed, appropriate debate takes place, members are able to contribute and effective decisions are made.
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	<ul style="list-style-type: none"> • Ability to effectively represent the Council and the Committee to the media. • Involve members of the public in a courteous and professional way, following the Council's procedures.
Planning and development control	<ul style="list-style-type: none"> • Ability to understand the planning legislation and regulations and their application in determination of planning applications. • Ability to understand the effects of the Committee's decisions in relation to the Council's priorities and Strategies/Plans(e.g. the Local Plan) and the needs of the community. • A working understanding of the Planning Protocol and the Constitution in relation to planning issues.

These competencies are in addition to those detailed in the competencies for a councillor.

ROLE DESCRIPTION AND COMPETENCIES FOR THE CHAIRMAN OF THE LICENSING COMMITTEE AND LICENSING SUB-COMMITTEES

1.0 PURPOSE

- To chair the Licensing Committee and Licensing Sub-Committees and to take a lead on behalf of the Committee/Sub-Committees on Licensing legislation and Licensing issues coming before the Committee/Sub-Committees.

2.0 DUTIES & RESPONSIBILITIES

- To chair the Licensing Committee/Sub-Committees.
- To receive a briefing from officers regarding the items coming forward for the Licensing Committee/Sub-Committees to ensure he/she is fully briefed to be able to give a lead to members on how to deal with these issues.
- To keep fully aware of all National Licensing Legislation and be able to give to the Committee/Sub-Committees a 'lay person's' view of the effect of the legislation on applications being determined by the Committee/Sub-Committees.
- To keep abreast of all Local Licensing Policies to give a lead to the Committee/Sub-Committees on how these policies should be applied to the decisions of Licensing Committee/Sub-Committees.
- To act as a main point of contact for public and press enquiries relating to the work of the Committee/Sub-Committees.
- To encourage Committee/Sub-Committee members to deal with the issues placed before them in an unbiased manner and in accordance with the code of conduct for dealing with licensing applications.

These duties and responsibilities are in addition to those detailed in the role description for a councillor.

3.0 COMPETENCIES

Chairing skills	<ul style="list-style-type: none"> • Thorough knowledge of the Constitution/terms of reference and code of conduct and protocol for the meeting being chaired. • Understanding of the role of the chairman, the members of the committee and support officer(s). • Ability to provide leadership and direction to the meeting – developing a work plan, setting priorities, for instance, where required. • Ability to communicate effectively – listening, questioning, paraphrasing. • Ability to ensure meetings are focussed, appropriate debate takes place, members are able to contribute and effective decisions are made. • Ability to effectively represent the Council and the Committee to the media.
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	<ul style="list-style-type: none"> • Involve members of the public in a courteous and professional way, following the Council's procedures.
Licensing	<ul style="list-style-type: none"> • Ability to understand the legislation related to the Committee and sub-committees and apply it in determining licensing applications. • Ability to understand the effects of the Committee's decisions in relation to the Council's priorities and Strategies/Plans and the needs of the community. • A working understanding of the Licensing Protocol and the Constitution in relation to licensing issues.

These competencies are in addition to those detailed in the competencies for a councillor.

ROLE DESCRIPTION AND COMPETENCIES FOR THE LEADER OF THE COUNCIL

1.0 PURPOSE

- To provide visible political leadership in relation to the Council and its citizens, stakeholders and partners in the overall coordination of Council policies, strategies and service delivery.

2.0 DUTIES AND RESPONSIBILITIES

- To manage the reputation of the Council effectively and act as spokesperson for the Council.
- To represent the Council in the community and in discussions with regional, national and international organisations and others to pursue matters of interest to the Council and its communities.
- To allocate Cabinet portfolios and in discussion with the leader(s) of other political groups, nominate the chairing and membership of Committees.
- To chair meetings of the Cabinet and to provide a political lead in proposing new policy, strategy, budget and service standards.
- To liaise regularly with the Chief Executive – giving and receiving advice on the management of the Council and its operation.
- To challenge the status quo, thinking creatively and taking advantage of opportunities, and to help create an organisational culture which can enable this approach.
- To develop and maintain effective relationships with the officers, other Councillors, the public, local businesses and voluntary and community groups in the area.

These duties and responsibilities are in addition to those detailed in the role description of a councillor.

3.0 COMPETENCIES

<p>Chairing skills</p>	<ul style="list-style-type: none"> • Thorough knowledge of the Constitution/terms of reference and code of conduct and protocol for the meeting being chaired. • Understanding of the role of the chairman, the members of the committee and support officer(s). • Ability to provide leadership and direction to the meeting – developing a work plan, setting priorities, for instance, where required. • Ability to communicate effectively – listening, questioning, paraphrasing.
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	<ul style="list-style-type: none"> • Ability to ensure meetings are focussed, appropriate debate takes place, members are able to contribute and effective decisions are made. • Ability to effectively represent the Council and the Committee to the media. • Involve members of the public in a courteous and professional way, following the Council's procedures.
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Being a Cabinet Member/Portfolio Holder	<p><i>Thinking skills</i></p> <ul style="list-style-type: none"> • Ability to think strategically. • Ability to develop a clear vision. • Ability to think creatively, challenge and generate innovative and effective solutions. • Ability to scrutinise and respond positively to feedback, challenge and ideas. <p><i>Ambassadorial skills</i></p> <ul style="list-style-type: none"> • Ability to manage the reputation of the Council, especially that of your Portfolio, as well as interacting with officers, stakeholders, partners and the community. • Ability to identify and exploit opportunities to promote the Council, to achieve corporate and community priorities. <p><i>Business management skills</i></p> <ul style="list-style-type: none"> • Understanding of the business of local government, especially budgets, corporate planning and performance management. <p><i>Team working skills</i></p> <ul style="list-style-type: none"> • Ability to be part of a team, working together for the success of the Council. • Ability to share responsibility for success and non-achievement. <p><i>Decision making skills</i></p> <ul style="list-style-type: none"> • Ability to analyse complex and often conflicting information. • Ability to make decisions linked to the strategic direction and priorities of the Council. • Ability to ensure that the 'right' information and the 'right' people are involved in the decision making process.
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Being the Leader of the Council	<ul style="list-style-type: none"> • The ability to lead, be visionary, inspire, influence, develop and motivate others, inspiring trust in others and gaining commitment to decisions.
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	<ul style="list-style-type: none">• Act as a role model for appropriate behaviour, ethical practice and democratic processes.• The ability to troubleshoot and juggle conflicting responsibilities.• The ability to build strong relationships with senior officers and Cabinet, based on open communication, co-operative working and trust.• Understanding of the role and responsibilities of being a leader.• Act as a public face of the Council and champion Council needs in local, regional and national debates.• Encourage co-operation and communication across political and Council boundaries.• Work towards a culture of excellence.• Committed to learning, developing others and sharing best practice.• In depth knowledge of the business of local government.
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These competencies are in addition to those of the competencies of a councillor.

ROLE DESCRIPTION AND COMPETENCIES FOR A PORTFOLIO HOLDER

1.0 PURPOSE

- To be responsible for developing and implementing Council policies, strategies and service delivery within their Cabinet Portfolio.

2.0 DUTIES & RESPONSIBILITIES

- To take responsibility for a specific Cabinet Portfolio and share in undertaking executive responsibility for developing and progressing overall strategy, budget, policies, service delivery and priorities.
- To give direction on, and ensure the development of the vision for, those services within their Portfolio so that they are consistent with the overall strategic approach of the Council.
- To liaise with the appropriate Corporate Managers, Heads of Service and other officers to progress Council business.
- To work as a team with other Cabinet Members.
- To liaise with the Chief Executive and senior officers to ensure the effective management of the delivery of those services within the Portfolio throughout the borough.
- To speak on behalf of the Council in relation to Portfolio responsibilities including representing the Portfolio at Full Council, representing the Council to the media and on relevant external bodies, and to develop and maintain effective working relationships with the public, local businesses, the media, and voluntary and community groups in the area.
- To encourage and participate partnership working with the County Council, Parish/Town Councils and external organisations involved in the provision of services linked to those provided by the Council.
- To facilitate and encourage public participation and consultation and to ensure the effective communication of Council policies and strategies to all Councillors, employees, residents, partner organisations and other stakeholders.
- To attend committee meetings of the Council, e.g. Overview and Scrutiny Committee, and others where requested.
- To have a thorough knowledge of the Constitution and the decision making processes within the Council.

These duties and responsibilities are in addition to those detailed in the role description of a councillor.

3.0 COMPETENCIES

<p>Being a Cabinet Member</p>	<p><i>Thinking skills</i></p> <ul style="list-style-type: none"> • Ability to think strategically • Ability to develop a clear vision • Ability to think creatively, challenge and generate innovative and effective solutions • Ability to scrutinise and respond positively to feedback, challenges and ideas. <p><i>Ambassadorial skills</i></p> <ul style="list-style-type: none"> • Ability to manage the reputation of the Council, especially that of your Portfolio, as well as interacting with officers, stakeholders, partners and the community. • Ability to identify and exploit opportunities to promote the Council, to achieve corporate and community priorities. <p><i>Business management skills</i></p> <ul style="list-style-type: none"> • Understanding of the business of local government, especially budgets, corporate planning and performance management <p><i>Team working skills</i></p> <ul style="list-style-type: none"> • Ability to be part of a team, working together for the success of the Council • Ability to share responsibility for success and non-achievement <p><i>Decision making skills</i></p> <ul style="list-style-type: none"> • Ability to analyse complex and often conflicting information • Ability to make decisions linked to the strategic direction and priorities of the Council. • Ability to ensure that the 'right' information and the 'right' people are involved in the decision making process.
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These competencies are in addition to those detailed in the competencies for a councillor.

ROLE DESCRIPTION AND COMPETENCIES FOR A LEAD MEMBER

Responsible to: Cabinet Member, the Borough Council and the people of the Borough.

Role Purpose: To support the work of their Cabinet Member and to be the Council's Member champion for their areas of defined responsibility.

Main Duties and Responsibilities

1. To support their Cabinet Member in respect of all activities connected with their areas of defined responsibility.
2. To act as the Member champion and spokesperson for their areas of defined responsibility both within and outside the Council.
3. To support the Cabinet Member in the development of the key plans and strategies within their area of responsibility.
4. To support the Cabinet Member in monitoring the management and implementation of functions in relation to activities within their areas of defined responsibility.
5. To give guidance to their Cabinet Member on budget priorities within their areas of responsibility.
6. To support their Cabinet Member, monitor (through appropriate officers) the Council's performance within their areas of defined responsibility.
7. To assist the Cabinet Member to respond to reports and when appearing before select committees and in exceptional circumstances stand in place of the Cabinet Member.
8. To support their Cabinet Member in driving forward the process of continuous improvement and responsiveness of Council services within their areas of defined responsibility.
9. To ensure that activities within their areas of defined responsibility take proper account of the Council's Strategic plan, priorities and key plans and strategies.
10. To liaise with non-executive members of all parties in the dissemination of information from their, and the Cabinet Members, areas of responsibility.

