

Role Profiles for Councillors



Developed by the Member Development Working Group

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Introduction

These Role Profiles have been developed by Swale Borough Council's Member Development Working Group and are based on role descriptions adopted by Kirklees Council.

The profiles have been developed as a guide for Councillors in fulfilling their various roles; they are intended as an advisory document and are not exhaustive. The profiles for specific roles (e.g. Chairman) are intended as an addition to the profile of a Ward Councillor.

Members will often find that they wear a number of different hats, such as that of being a Councillor of a particular party or group; a Ward Member representing their constituents; and through appointments to various committees and outside organisations to represent the Council. Therefore Members will need to be aware of the various roles that they perform.

The Role Profiles have various purposes and these are set out below:

- ◆ Information for prospective and new Councillors on their role.
- ◆ Information for Councillors when taking on a new or unfamiliar role e.g. member of a Scrutiny Committee, Deputy Mayor or Vice-Chairmen.
- ◆ Aid for the Independent Members' Allowances Panel when considering the annual review of allowances.
- ◆ Information for officers and members of the public on the role of a Councillor.
- ◆ Training and Development tool for Councillors and officers when considering Members' training and development needs.

The role profiles have been produced in consultation with all Members and Officers and are intended to reflect the Council's values:

Fairness - being objective to balance the needs of all those in our community

Integrity - being open, honest and taking responsibility

Respect - embracing and valuing the diversity of others

Service - delivering high quality, cost effective public service

Trust - delivering on our promises to each other, customers and our partners

Role Profile of a Ward Councillor

Leadership at Ward Level

1. To lead and champion the interests of the local community and effectively represent the interests of the Ward and its constituents, regardless of political allegiance.
2. To be active, visible and be involved as part of the network of active citizens, groups, businesses and other stakeholders operating in your local Ward. To meet and liaise regularly with local interested parties and involve and consult them on key Council decisions. To listen and engage local people, particularly those who are 'hard to reach'.
3. Develop and maintain a working knowledge of the organisations, services, activities and other factors impacting on the local residents and your ward. To understand the needs and priorities of your ward, and its residents, and identifying and championing opportunities to achieve these.
4. To undertake case work for constituents and act as an advocate in resolving concerns or grievances.
5. To communicate with local people and answer enquiries:
 - about decisions that affect them
 - about opportunities in the community
 - regarding the rights of constituents within Swale Borough Council
 - as to why decisions are taken

Representation

1. To support and promote citizenship locally and empower individuals and groups in taking leadership roles within the community providing them with advice, guidance, information and networks to help them achieve their aims.
2. To use influence as a Councillor to develop links between groups and communities in the Ward and local area, forging partnerships and supporting the capacity building of local groups and networks.
3. To forge local partnerships to ensure resources are used to meet the needs of the area.
4. To represent the Council to the community and the community to the Council.
5. To inform the debate at Council meetings and contribute to the effectiveness of any meetings to which the Councillor is appointed as a Member.
6. To contribute to the formation and scrutiny of the Council's policies, budget, strategies and service delivery.
7. To contribute to the scrutiny of decision-making and review of policies/services of the Council.
8. To develop and maintain knowledge of how the Council works and develop working relationships with its officers.
9. To represent the Council on outside bodies where appointed by the Council and, where appropriate, to represent those bodies within the Council.
10. To seek to contribute to and influence policy development and Cabinet decisions.

Other

1. To fulfil the legal and local requirements placed on a Councillor and to promote and maintain high standards of conduct.
2. To have an understanding of equality and diversity issues including the impact of the 2010 Equalities Act.
3. To have an understanding of health and safety responsibilities including the impact of the Health and Safety at Work Act 1974.
4. To comply with the Member/Officer protocol as set out in the Constitution
5. To be responsible for personal development and identifying any individual training requirements with the Group Leader.
6. To undergo appropriate development and continuous improvement for any role undertaken, including ensuring a reasonable understanding of Council policies and how they affect local residents.

Skills and Knowledge for a Ward Councillor

Leadership Skills

- Ability to lead and champion the interests of the local community.

Chairing Skills

- Ability to chair meetings in the community and facilitate discussions.

Organisational Skills and Personal Effectiveness

- Manage casework
- Basic administration skills.

Team Working & Relationship Building

- Ability to develop relationships with key Council officers and representatives from partner agencies.
- Ability to build effective relationships with all sections of the community (in order to be able to represent their needs to the Council).

Knowledge

- Understanding of national policies and their impact on the ward.
- Knowledge of the issues within the Ward and the wider locality.
- An understanding of community empowerment.
- An understanding of how the Council works, including areas of responsibility of Swale Borough Council, Kent County Council and Parish Councils.
- Knowledge of the Council structure, key contact officers and services.
- Knowledge of the political decision-making structures of the Council and key partner agencies.

Communication Skills

- Community engagement skills.
- Influencing, persuading and negotiation skills.
- Managing conflict and mediation skills.
- Ability to work with the media and to identify when additional support from the Communications Department is required.
- Ability to communicate with a range of audiences, including partners.
- Active listening and questioning skills.
- Public speaking skills.

Other Skills and Abilities

- Ability to use IT to use the SBC website to access agenda, minutes, reports, etc and to be able to communicate with the community by modern means.
- Ability to interpret Council budgets and accounts.

- Understanding of the Constitution and Code of Conduct for Councillors.
- Understanding of Data Protection principles
- Knowledge of the strategic priorities and key policies of the Council.
- Understanding of legislation and Council policies to which Councillors must adhere.
- Understanding of Local Government finances and audit processes
- Knowledge of the Council's standards of customer care and complaints procedure.
- Understanding of the legally defined role of the Chief Executive and other senior officers, some of which are defined by legislation.
- Recognising, understanding and having responsibility for Safeguarding issues.

Role Profile of the Leader of the Council

This role profile identifies the responsibilities, skills and knowledge required of the Leader of the Council, which are in addition to those set out for an Cabinet member

1. To provide leadership to the Council and promote good governance and high ethical standards.
2. To undertake the role of 'community leader', building a vision for the area and leading the Council and its partners towards that vision.
3. To represent the Council and provide leadership on other key local partnerships.
4. To chair the Cabinet meetings and to take responsibility for the Cabinet's performance, individually and collectively.
5. To represent the Authority, and be accountable for, discussions and negotiations with the community and with regional, national and international organisations.
6. To undertake political executive responsibility for proposing and directing the overall strategy, budget, policy arrangements and service reviews.
7. To act as spokesperson for the Authority (in consultation with the Leader of other political Groups and the Chief Executive, as appropriate).
8. To ensure the work of the Cabinet is conducted in accordance with the Council's Constitution and with due regard for any statutory provisions set out in legislation.
9. To facilitate good and sufficient communication so that Councillors and people within and outside the Authority are able to contribute constructively to the decision-making processes of the Council.
10. To maintain effective liaison with the Chairmen of the Policy Overview and Scrutiny Committees.
11. To have an understanding of health and safety responsibilities and the impact of the Health and Safety at Work Act 1974.
12. To be responsible for own personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for Leader of the Council

Leadership Skills

- Ability to develop a vision for Swale Borough Council and drive the Council and its partners towards achieving that vision.
- 'Ambassadorial' skills (to be able to represent the Council, both within and outside the Council, particularly at the sub-regional, regional and national level).
- Ability to lead the Council towards continuous improvement.
- Ability to provide political leadership for their Group.
- Ability to, when necessary, discipline members of their political Group.

Communication Skills

- Ability to facilitate effective communication within and across the Council and to ensure the community are able to engage in the Council's decision-making processes.
- Skills in working with the media and an ability to identify when additional support from public relation specialists is required, to ensure the Council is positively represented.
- Listening and questioning skills.
- Presentation skills.
- Public speaking skills.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of Council services, partners

Chairing Skills

- Chairing skills

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of Council, Cabinet and its committees (having regard to the terms of reference and the key challenges facing the Council).

and political groups, to the benefit of the community.

- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Overview and Scrutiny, Local Engagement Fora and other political Groups.
- Political sensitivity to be able to address difficult issues across all Groups.

Knowledge

- A detailed understanding of the strategic role of the Leader of the Council.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and Council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- Detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing Councillors and the practical implications for Councillors.
- An understanding of project management principles.

Role Profile of a Cabinet Member

1. To have the strategic responsibility for, and provide a lead on, a named portfolio of services.
2. To have the responsibility for, and provide a lead on, the initiation of policy in respect of the relevant portfolio.
3. To contribute to the development of strategic policy as part of the Cabinet.
4. To decide the executive action to be taken in implementing those matters of Council policy allocated to them within their portfolio, seeking advice from the Strategic Management Team and Heads of Service, where appropriate.
5. To be a member of, and attend, Cabinet meetings and to share the collective responsibility for decisions taken by Cabinet.
6. To take personal responsibility, and to be held accountable, for any decisions taken, and to share with the appropriate service managers responsibility for the performance of services within their portfolio.
7. To respond to or deal with any issues arising at Council meetings relating to their portfolio, to include reporting on progress made against portfolio priorities.
8. To act as spokesperson or advocate within and outside the Authority on those services and functions within their portfolio.
9. To attend Policy Overview and Scrutiny Committee meetings to share priorities, discuss decisions taken and/or support the policy formulation process.
10. To represent the Council on outside bodies, and contribute to the Swale Borough Council perspective on national, regional and sub-regional bodies and feedback, as appropriate.
11. To consult Ward Councillors and other stakeholders as part of the development and review of policy and on any Ward events.
12. To ensure service/Human Resources/Finance plans are joined up and integrated.
13. As part of the Cabinet, to be involved in:
 - leading the community planning process for the Council;
 - the consultation on, and drawing up of, the revenue and capital budgets, and monitoring budget under/over spends;
 - leading the search for continuous improvement;
 - taking decisions on resources and priorities to deliver the strategies and budget approved by Full Council;
 - ensuring that the portfolio area they are responsible for is not overspent;
 - promoting and participating in Councillor Development.
14. To have an understanding of health and safety responsibilities including the impact of the Health and Safety at Work Act 1974.
15. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Cabinet Member

Leadership Skills

- Leadership skills for areas of individual responsibility and, the ability to work with the Leader of the Council and Deputy Leader as an executive team.
- High level decision-making.
- Ability to challenge the status quo and deal with complex strategic issues and problems.
- Ambassadorial skills to be able to represent the Council both within and outside the Council.

Team Working & Relationship Building

- Relationship building – with other Cabinet colleagues, Senior Management Team/senior officers, Partners, etc.
- Ability to work as part of an executive team to drive forward the continuous improvement of the Council.
- Keep Deputy Cabinet Members or Lead informed on matters affecting their portfolio area.
- Attendance at Overview and Scrutiny Committees on issues related to portfolio.
- Working in the community with relevant groups to support governance arrangements and to feed into the Council's priorities and objectives.

Knowledge

- Knowledge of the key areas relating to their Cabinet portfolio and its relationship with other portfolios within the cabinet through regular communication with Senior Officers.
- A detailed understanding of the strategic role of Cabinet within the Council.
- Understanding of the role of a portfolio holder as part of the executive team.
- Detailed understanding of Council strategy, policies and operations.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.
- Knowledge of the work of national, regional and sub regional bodies and the role of the Council within them.
- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the Council's constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the principles and importance of making sound, evidenced-based decisions.
- An understanding of project management principles.
- An understanding of finance and risk management.

Communication Skills

- Communication skills to be able to work constructively with officers, Councillors and partners.
- Listening, questioning and negotiation skills.
- Presentation and public speaking skills.
- Skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the Council is positively represented.

Organisational Skills

- Ability to manage a busy and complex workload, often to tight timescales and deadlines.
- To be able to mentally prioritise tasks under pressure.

Chairing Skills

- Chairing skills to be able to chair meetings relating to their portfolio.

Other Skills and Abilities

- Research skills and policy development skills.
- Ability to assimilate and analyse complex information.

Role Profile of a Deputy Cabinet Member

Main accountabilities

The primary role of a Deputy Cabinet Member is to provide support to their Cabinet Member in undertaking the strategic responsibilities which fall within the remit of their portfolio. This role description should therefore be read in conjunction with the role profile for a Cabinet Member.

1. In the absence of the Cabinet Member or as directed by the Cabinet Member, to take strategic responsibility for, and provide a lead on, a named portfolio of services.
2. To support the Cabinet Member in the initiation of policy in respect of the relevant portfolio.
3. To contribute to the development of strategic policy working alongside the Cabinet.
4. In the absence of the Cabinet Member or as directed by the Cabinet Member, to consider and review the executive action to be taken in implementing those matters of Council policy allocated to them within their portfolio, seeking advice from the Strategic Management Team and Heads of Service where appropriate.
5. In the absence of the Cabinet Member or as directed by the Cabinet Member, to attend Cabinet meetings in a non-voting capacity.
6. In conjunction with the Cabinet Member, to be accountable for any decisions taken, and to share with the appropriate service managers responsibility for the performance of services within their portfolio.
7. In the absence of the Cabinet Member or as directed by the Cabinet Member, to respond to or deal with any issues arising at Council meetings relating to their portfolio, to include answering questions and reporting on progress made against portfolio priorities.
8. In the absence of the Cabinet Member or as directed by the Cabinet Member, to act as spokesperson or advocate within and outside the Authority on those services and functions within their portfolio.
9. In the absence of the Cabinet Member or as directed by the Cabinet Member, to attend Policy Development and Review Committee and Scrutiny Committee meetings to explain and account for decisions taken and/or to support the policy formulation and review process.
10. To represent the Council on outside bodies, and contribute to the Swale Borough Council perspective on national, regional and sub-regional bodies and feedback, as appropriate.
11. In conjunction with the Cabinet Member, to consult Ward Councillors and other stakeholders as part of the development and review of policy and on any Ward events.
12. In conjunction with the Cabinet Member, to ensure service/Human Resources/Finance plans are joined up and integrated.
13. To participate in and contribute to Cabinet-level business processes including:
 - the development of and consultation on the revenue and capital budgets;
 - the monitoring of financial performance and budget under/over spends, including ensuring that the relevant portfolio area in particular does not overspend;
 - leading the search for continuous improvement, including the development of strategic priorities and objectives and corporate performance targets;
 - the monitoring of non-financial performance;
 - day-to-day decision-making on resources and priorities to deliver the strategies and budget approved by Full Council; and
 - promoting and participating in development opportunities for Members.
14. To have an understanding of health and safety responsibilities and the impact of the Health and Safety at Work Act 1974.

15. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Advice to officers: The institution of Deputy Cabinet Members is intended to provide development opportunities for those Members involved, as well as a means of improving the sustainability of Cabinet Members' workloads. Deputy Cabinet Members will be briefed on current issues, and should generally be copied in on any papers distributed to the Cabinet Member. It is for Cabinet Members to determine the meetings at which the relevant Deputy Cabinet Member will formally deputise, but Deputy Cabinet Members should as a rule be invited to any less formal events to which Cabinet Members have also been invited.

Skills and Knowledge for a Deputy Cabinet Member

Leadership Skills

- The ability to work with the Leader of the Council and Cabinet as an executive team.
- An input into high level decision-making.
- Ability to challenge the status quo and deal with complex strategic issues and problems.
- Ambassadorial skills to be able to represent the Council both within and outside the Council.

Chairing Skills

- When deputising for the Cabinet Member the Deputy may be required to chair external meetings relating to their portfolio area.

Team Working & Relationship Building

- Relationship building – with other Cabinet colleagues, Strategic Management Team/senior officers, partners, etc.
- Ability to work as part of an executive team to drive forward the continuous improvement of the Council.
- Attendance at meetings to deputise for the relevant Cabinet Member.
- Working in the community with relevant groups to support governance arrangements and to feed into the Council's priorities and objectives.

Communication Skills

- Communication skills to be able to work constructively with officers, Councillors and partners.
- Listening, questioning and negotiation skills.
- Presentation and public speaking skills.
- Skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the Council is positively represented.

Organisational Skills

- Ability to manage a busy and complex workload, often to tight timescales and deadlines.
- To be able to mentally prioritise tasks under pressure.

Other Skills and Abilities

- Research skills and policy development skills.
- Ability to assimilate and analyse complex information.

Knowledge

- Knowledge of the key areas relating to their portfolio and the relationship with other portfolios within the Cabinet through regular communication with the relevant Cabinet Member and senior officers.
- Detailed understanding of the strategic role of Cabinet within the Council.
- Detailed understanding of Council strategy, policies and operations.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.
- Knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the Council's constitution, code of conduct, corporate plan, budget and audit processes and key internal policies.
- Understanding of the principles and importance of making sound, evidence-based decisions.
- An understanding of project management principles.
- An understanding of finance and risk management.

Role Profile of a Group Leader

1. To establish and represent the views of the Group on issues of policy and priority, and develop group policies that are credible and could be implemented by the Council.
2. To lead a Group within the Council.
3. To promote good governance and high ethical standards.
4. To co-ordinate the work of Councillors within the Group, spokespersons and the business of the Group.
5. To shadow and scrutinise the Leader of the Council and the Cabinet in their duties.
6. To represent the Council on key local partnerships and in so doing act as an ambassador for the Council.
7. To act as the principal spokesperson for a Group of which he/she is leader and as a representative of the Authority to external bodies and organisations as appropriate.
8. To comment on, challenge and review the Council's administration performance in the co-ordination and implementation of its policies and procedures.
9. To champion and participate in Councillor Training and Development and ensure the smooth running of the Group and the personal development of its Councillors.
10. To advise the Leader of the Council of the Group's position on issues relating to external relationships.
11. To represent the Group on relevant formal and informal working groups.
12. To maintain effective liaison with the Chairmen of the Overview and Scrutiny Committees.
13. To participate in the development of corporate strategies and policies.
14. To ensure the smooth running of the Group and the personal development of members of the Group.
15. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Group Leader

Leadership Skills

- Ability to provide political leadership of their Group and manage the tensions between the political demands and expectations of the Group, and the needs of the Council.
- Ability to hold Cabinet to account.
- Ambassadorial skills to be able to represent the Council both within and outside the Council including at regional and national level.
- Ability to discipline members of their political Group, when necessary (subject to Group rules).
- Political sensitivity to be able to address difficult issues with other Groups.

Team Working & Relationship Building

Communication

- Ability to facilitate effective communication within and across the Council, and ensure the community is given the opportunity to engage in policy development of the opposition Group.
- Skills in working with the media.
- Presentation and public speaking skills.

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the Group.

Other Skills and Abilities

- Ability to assimilate and analyse complex information.
- Research skills and policy development.

- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the community.
- Ability to build effective relationships with other parts of the political management structure e.g. full Council, Overview and Scrutiny, Local Engagement Fora and other political Groups.

Knowledge

- Understanding of the roles of Leader of the Council, Cabinet Members and Group Leaders within the Council.
- Understanding of the legally defined role of certain senior officers and the management structure of Swale Borough Council.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the challenges facing local government.
- Understanding of Council strategy, policies and operations.
- Knowledge of the role of local partners and the services they deliver and their relationship with the Council.
- Detailed understanding of the Council's constitution, Code of Conduct, budget and audit processes and key internal policies.
- Detailed knowledge of community needs and their priorities for action.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing Councillors and the practical implications for the Councillors in their Group.

Role Profile for a Chairman

1. To chair the meeting in accordance with the Committee's terms of reference and the Council's Constitution, including principles of decision making in Article 13.
2. To foster and maintain a disciplined approach by the Councillors involved having regard to high standards of behaviour and ethics in accordance with the Councillor's Code of Conduct.
3. To ensure that, if applicable, contributions by Members and the public to meetings are encouraged, facilitated and controlled in accordance with the agreed procedure.
4. To provide the necessary input to the preparation of the agenda.
5. To attend pre-meeting briefings with the relevant officers.
6. To approve the Minutes of the Meeting as a correct record.
7. To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Committee.
8. To ensure that public meetings are delivered to the highest standard, demonstrating transparency in decision-making and cultivating the trust of the general public in local politics.
9. To balance the need for openness and transparency against duties of confidentiality owed to others.
10. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.
11. To ensure that the business of the meeting is effectively covered and that any outstanding matters are followed up or included on future agenda.

Skills and Knowledge for a Chairman

Leadership Skills

- Ability to represent the committee to the community and the media.

Team Working & Relationship Building

- Relationship building particularly with senior officers, Leaders, and other Members.

Organisational Skills

- Ability to plan and prioritise the business of the meeting, having regard to its terms of reference and attendance by members of the public.

Communication Skills

- Listening, questioning and negotiation skills.
- Communication skills – particularly with Councillors, officers and the public involved with the committee.
- Presentations skills.
- Public speaking.

Chairing Skills

- Chairing skills, including the ability to manage conflict.
- Impartiality and objectivity.
- Ability to conduct proceedings to the standard required of meetings of a quasi-judicial nature e.g. Licensing and Planning Committees.

Knowledge for Audit Committee

- Detailed understanding of the role and governance responsibilities of the Audit Committee.
- Detailed understanding of the Council's constitution.
- Detailed understanding of the Code of Conduct, budget and audit processes and key internal policies.
- Detailed understanding of the work and role of the Council's external auditors.

- To challenge the Cabinet when required and provide for effective leadership on governance, financial reporting, risk management and audit issues.

Knowledge for Licensing Committee

- In-depth knowledge of the standards, ethics and Code of Conduct for Councillors, particularly in relation to the Licensing Committee.
- Knowledge and understanding of relevant legislation and local/national developments on licensing matters – and their implications.

Knowledge for Swale Joint Transportation Board

- Knowledge and understanding of the roles and responsibilities of Kent County Council and Swale Borough Council.
- Understanding of the role of Officers.
- Understanding of the public participation rules in relation to the Swale Joint Transportation Board.

Knowledge for Planning Committee

- In-depth understanding of Planning issues and protocol relating to Planning procedures and Planning Committee.
- Understanding of the role of Ward Councillors in the Planning process and how to handle conflicts of interest between being a Ward Councillor and a member of Planning Committee.
- Understanding of the role of Planning Officers.
- Understanding of the public participation rules in relation to the Planning Committee.
- Recognition of the quasi-judicial nature of the Committee and the need to maintain political impartiality.

Knowledge for Scrutiny Committee

- To oversee the work of the Committee and its task and finish groups and to ensure that scrutiny work is properly co-ordinated.
- To represent Scrutiny in Council and to ensure that the Council has an active and challenging scrutiny function that reflects corporate priorities regarding the provision of services.
- To ensure that the focus for scrutiny is based upon the achievements of outcomes rather than upon process and procedures in order to develop a function that can make a real difference to the Council and the Borough.
- That Scrutiny be positive, objective and constructive, seeking to add value to any service that it considers. Scrutiny should acknowledge good practice where found and recommend improvements where necessary.

Knowledge for Policy Development and Review Committee

- To oversee the work of the Committee to ensure work is properly co-ordinated,
- To represent Policy Development and Review Committee to ensure its views are considered by the Cabinet.
- To ensure that the focus for Policy Development and Review is based upon the

achievements of outcomes rather than upon process and procedures in order to develop a function that can make a real difference to the Council and the Borough.

- That Policy Development and Review be positive, objective and constructive, seeking to add value to any service that it considers. Policy Development and Review should acknowledge good practice where found and recommend improvements where necessary.

Knowledge for Standards Committee

- Broad knowledge of the role and functions of the Council and its Members and of its structures and procedures.
- Broad knowledge of the role and function of Town and Parish Councils.
- A detailed awareness of the national and local importance of the standards arrangements as set out in the Localism Act 2012.
- An understanding of the Council's Code of Conduct and the constitutional arrangements relating to the Standards Committee.

Role Profile for a Member of the Policy Development and Review Committee and Scrutiny Committee including any non-Committee Members attending to participate in specific reviews

1. To attend meetings of the Policy Development and Review Committee and Scrutiny Committee, pre-meetings and Task and Finish Group meetings when required and to read relevant papers and reports.
2. To be responsible for supporting the Chairman of the Policy Development and Review Committee and Scrutiny Committee to ensure effective scrutiny.
3. To take responsibility for leading on specific Task and Finish Group reviews, if appointed, and in producing a report for Cabinet in liaison with the Policy and Performance Officer.
4. To ensure that Policy Development and Review and Scrutiny is publicised and communicated to build understanding of its role both within and outside the Council.
5. To input into the Policy Development and Review and Scrutiny work programme and Forward Plan.
6. To monitor progress of all scrutiny reviews and ensure completion in reasonable time.
7. To encourage the involvement of all interested parties and stakeholders, including Councillors who are not members of the Committee, individuals, voluntary and community groups in scrutiny matters.
8. To incorporate the Centre for Public Scrutiny's four core principles of scrutiny into the Scrutiny Committee's work, which are:
 - a) To provide a 'critical friend' challenge to executive policy-makers and decision-makers
 - b) Enable the voice and concerns of the public and its communities
 - c) 'Independent minded governors' should lead and own the scrutiny process
 - d) Drive improvement in public services
9. To develop and maintain constructive relationships with the Cabinet.
10. To contribute to the recruitment and retention of co-optees.
11. To contribute to the development of Policy Development and Review and Scrutiny at Swale Borough Council.
12. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Member of the Policy Development and Review Committee and the Scrutiny Committee

Leadership Skills

- Leadership of the Policy Development and Review or Scrutiny function within and outside the Council including sharing and learning from best practice.
- Objective setting and progressing those objectives.

Team Working & Relationship Building

- Effective relationship building within

Communication

- Listening and questioning skills.
- High standard of communication with officers, Councillors, co-optees and partners.
- Research and presentations skills.
- Public speaking.

Organisational Skills and Personal Effectiveness

- Overseeing and prioritising work taking

Strategic Management Team and senior officers.

- Relationship building with other parts of the political management structure e.g. Cabinet, Full Council, etc.
- Encouraging an effective contribution from each Committee Member, particularly when acting as Review Co-ordinator for a Task and Finish Group.

account of available resources.

- Co-ordinating and/or assisting with the work of Task and Finish Groups.

Other Skills and Abilities

- Ability to assimilate and analyse complex information.
- Ability to deal with complex and multi-faceted strategic issues and problems.
- Ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence.
- Project management skills.

Knowledge

- An awareness of the strategic importance of the scrutiny function within the Council.
- A detailed awareness of the Council's approach to Policy Development and Review and Scrutiny and its relationship with the other parts of the Council's decision-making structures.
- An awareness of changes facing local government and an understanding of how these might impact on the Council's scrutiny function.