

ESSENTIAL REFERENCE PAPER 'C'

LEADER OF THE COUNCIL

Leadership

1. To provide corporate and strategic political leadership and direction for the Council.
2. To lead and chair the Executive and ensure its overall effectiveness.
3. To ensure, with the Chief Executive, that arrangements are in place to identify, review, promote and deliver community aspirations and priorities through consultation, challenge and community planning. Together with the Chief Executive, to lead in developing the Council's partnerships with other organisations to better meet community priorities.
4. With Executive Members, to consider, agree and coordinate actions by the Council and its partners which ensure achievement of community outcomes including by alignment of the Council's policies, resources and services with those priorities
5. To ensure that the recommendations of the Council's Overview and Scrutiny Committees, Internal Audit Committee and Human Resources Committee are fully considered in the formulation and development of Council policy.
6. To ensure effective communication of all Executive decisions and recommendations to Council and to the public.
7. To ensure that the Executive manages the business of the Council within the financial limits set by the Council.
8. To ensure Members of the Executive abide by the code of conduct and Council protocols.

Overall responsibility

9. To ensure that the Executive manages the Council's affairs prudently with regard to value for money in the delivery of agreed Council priorities, strategies and policies.

10. To engage with other party leaders to establish protocols and arrangements for the political management of the authority in the interests of the Council.

Communication

11. To be the main Member representative of the Council on matters not delegated to an Executive Member, in dealing with the community, business, voluntary sector and other local and national organisations, other than in respect of ceremonial events.
12. To speak on behalf of the community in a representative role at a regional or national level.

Decision making

13. To promote the Executive's collective responsibility and accountability for decisions and recommendations reached by the Executive.
14. To bring to the Executive all matters that require a decision at Member level which have not been delegated and ensuring that approved policies and strategies are implemented and delivered.
15. To be aware of and ensure that decisions are made in accordance with the Council's Constitution.

Ways of working

16. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
17. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
18. To make use of new technology to improve communication.

Skills and knowledge required

19. Good communication and interpersonal skills, including negotiation skills.
20. To have the ability to analyse and grasp complex issues.

21. A good understanding of how local, regional, national and European government operates, including the statutory and financial frameworks.
22. A clear understanding of the operation of Council, including the economic and social situation particularly within East Hertfordshire and generally regionally and nationally.
23. Business and financial acumen.
24. Effective leadership skills.
25. Ability to chair meetings and promote open discussion and to work as part of a team.
26. The ability to work effectively with Council officers, the public, the media, government and regional agencies and partner organisations.
27. Ability to represent Council and its ambitions at government and regional level and in negotiations with strategic partners.
28. Appreciation of risk based decision-making.

DEPUTY LEADER OF THE COUNCIL

Leadership

1. To support and deputise for the Leader of the Council in their executive functions - carrying out the full range of responsibilities of the Leader when required by the Leader.
2. To lead and chair the Executive and ensure it is effective in the absence of the Leader of the Council.
3. To provide political leadership for programmes, projects and activities across portfolios as required by the Leader and in consultation with other Executive members.

Overall Responsibility, Communication, Decision making, Ways of working

4. All other requirements of the Leader's role description apply.
5. Where the Deputy Leader is a portfolio holder, to carry out that role without prejudice to the role of Deputy Leader.

EXECUTIVE MEMBER

Leadership

1. To take the lead political role in the identification, review, promotion and delivery of the community's aspirations and priorities within their portfolio including:
 - consultation and community engagement to establish community priorities and to align the Council's policies, strategies and plans to meeting those priorities in consultation with the Director(s) for the service or corporate area within their portfolio;
 - ensuring due regard is given to affordability and value for money when considering the budget to support the Council's strategies and plans;
 - engaging with partner organisations, peers in other Council's, service providers, local business and the voluntary sector to ensure awareness of emerging issues external to the Council relevant to their portfolio;
 - ensuring that measures taken within their portfolio are consistent with the Council's overall priorities and consulting with the wider Executive where options under consideration may have implications across portfolios, and
 - ensuring regard is given to the wider community's interests and to any equalities and diversity issues.
2. Within the community, local, agencies and other organisations, to be the principal spokesperson for Council on the strategies, policies and services, within their portfolio.
3. To represent the Council on regional and national bodies, or at events or conferences, related to the portfolio.
4. To oversee the Council's performance in achieving its agreed outcomes within their portfolio and ensure all Members of the Council are informed of progress.

Policy development

5. To bring forward policy issues within their portfolio for consideration by the Executive and contribute to the Executive's considerations, recommendations and decisions.

6. To engage with partners in developing the Council's and partners' policies, strategies and plans ensuring consistency wherever possible.
7. To contribute to the community planning process that will inform and structure the strategies and plans.
8. To support the Council's overview and scrutiny process and ensure that recommendations from that process relevant to the portfolio are fully considered.

Decision making

- 9 To take collective responsibility and be accountable for decisions and recommendations reached by the Executive.
- 10 To bring to the Executive all matters that require a collective decision at Member level working collaboratively and to ensure that approved policies and strategies are implemented and delivered.
- 11 To be aware of and ensure decisions are made in accordance with the Council's Constitution.

Ways of working

- 12 To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
13. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
- 14 To make use of new technology to improve communication.

Skills and knowledge required

15. Good communication and interpersonal skills, including negotiation skills.
16. To have the ability to analyse and grasp complex issues.
17. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.

18. A clear understanding of the operation of Council, including the economic and social situation particularly within the District of East Hertfordshire and generally regionally and nationally.
19. Business and financial acumen.
20. Effective leadership skills.
21. Ability to chair meetings and promote open discussion and to work as part of a team.
22. The ability to work effectively with council officers, the public, the media, government and regional agencies and partner organisations.
23. Ability to represent Council and its ambitions at government and regional level and in negotiations with strategic partners.
24. Ability to understand Council's budget especially in respect of the relevant portfolio.

CHAIRMAN OF (OVERVIEW AND) SCRUTINY COMMITTEE

Leadership

1. To lead and promote the overview and scrutiny function of Council in the areas of responsibility* determined by the Council, by engaging all members of the committee with officer support.
2. To ensure that the conduct of scrutiny business is in accordance with the Council's Constitution.
3. To lead the Committee on the scrutiny of budget plans, policies and strategies proposed by the Executive to ensure that it is held to account for its decisions and performance.
4. To lead the Committee on the responses, recommendations and advice from Overview and Scrutiny Committee to the Executive and Council so to improve the achievement of Council objectives and better mitigate risks.
5. To lead the Committee on the monitoring and review of policies, strategies, budget proposals and proposals for change to policies or practices with recommendations from the Committee as to how value for money might be improved.
6. To lead the Committee on the scrutiny of external reports on performance with consequent proposals or recommendations to the Executive or the Council.
7. To lead in conjunction with the Chairman of other Overview and Scrutiny Committees on identifying cross cutting strategy issues and ensuring a corporate approach to overview and scrutiny.
8. To lead the Committee in the overview and scrutiny of cross cutting issues and to encourage partners to account for their actions and decisions.
9. To ensure the Committee initiate and develop constructive relationships with Executive Members, senior officers and partners.
10. To chair meetings and promote open and frank discussion and ensure members of the Committee abide by the code of conduct and Member/Officer protocol during the meetings.

Co-ordination

11. To lead the Committee in establishing annually, a manageable programme of work for the Committee.
12. To liaise and communicate on a regular basis with relevant officers to ensure the receipt of advice to inform overview and scrutiny.
13. To lead the Committee in setting up mechanisms to ensure regular dialogue with non Executive Councillors, community representatives and local stakeholders to inform overview and scrutiny.
14. To co-ordinate with other Overview and Scrutiny Committees to share good practice, promote and further develop the overview and scrutiny role.

Policy

15. To promote the development of policy or practice in specific areas of scrutiny and lead the Committee in scrutinising the implementation of policies and strategies by the Executive and non Scrutiny Committees of the Council.
16. To contribute to the Council's scrutiny process by ensuring the questioning of the responsible portfolio holder on the development of policy and strategies.

Ways of working

17. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
18. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
19. To make use of new technology to improve communication.

Skills and Knowledge required

20. Good communication and interpersonal skills.
21. To have the ability to analyse and grasp complex issues including interpreting performance information.
22. Leadership and chairmanship skills.
23. Project and time management skills.
24. A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
25. A clear understanding of the operation of Council, including the economic and social situation particularly within the District of East Hertfordshire and generally regionally and nationally.
26. Ability to influence and work constructively with members, officers, the public and partner organisations.
27. Ability to work as part of a team.
28. Knowledge of legislation and policy in the area within the remit of the overview and scrutiny committee.

(Note: In addition to the duties identified above, the following specific responsibilities apply to the Chairmen of the Committees detailed:

Corporate Business Scrutiny: To develop policy options and to review and scrutinise the policies of the Council relating to Communications, Corporate Performance and Risk Management, Local Strategic Partnership, Customer Service, Finance, Information and Communications Technology, Democratic Services, Member Support, Facilities Management, Asset Management, Legal, Revenues and Procurement. To consider the budget setting proposals and strategies of Council.

Community Scrutiny: To develop policy options and to review performance and scrutinise the policies of the Council relating to Licensing, Environmental Health, Crime and Disorder Reduction, Emergency Planning, Community Development, young people, Leisure,

sport, arts, markets, diversity, grants, frontline Councillor engagement, Community Engagement, valuing people, housing strategy, private sector housing, disabled facility grants, houses in multiple occupation, housing options, community meals, citizens' advice, benefits, Local Strategic Partnership and health scrutiny.

Environment Scrutiny: To develop policy options and to review and scrutinise the policies of the Council relating to planning policy, local development framework, Building Control, Planning Enforcement, Development Control, transport policy (concessionary fares and subsidised bus routes), Highways Partnership, parking and economic development, energy conservation, waste management, parks and open spaces, historic buildings, conservation – green agenda, Local Strategic Partnership and street scene.

Health Engagement Panel: To consider matters relating to health in East Herts, in particular to:

- scrutinise local health issues;
- scrutinise partner actions to reduce health inequalities;
- scrutinise arrangements for the provision of health care;
- make recommendations to Community Scrutiny Committee on health issues;
- consider matters referred to it by the Community Scrutiny Committee.

CHAIRMAN OF REGULATORY COMMITTEE

Key duty in the following areas:

To oversee and promote the coordination and management of a regulatory Committee's functions relating either to Licensing or Development Control matters.

Leadership

1. To chair and manage Committee meetings and ensure the Committee achieves its terms of reference.
2. To ensure the efficient carrying out of the processes for which the Committee has responsibility.
3. To demonstrate fair and open decision making by or on behalf of the Committee.
4. To ensure Committee members' information needs are met so they can contribute fully to the decision-making within the committee process.
5. To ensure Committee members obtain the necessary skills to contribute to the work of the committee and to work with officers to provide training.
6. To be willing to learn about the professional disciplines and services relevant to the work of the Committee.

Ways of working

7. To ensure that the principles of transparent, equitable and fair consideration are integral to all actions and policies of the Council.
8. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible. **Training related to licensing and development control is compulsory. Members can not sit on these committees without this training.**
9. To make use of new technology to improve communication.

Skills and Knowledge required

10. Knowledge of the legislation regulating the work of the Committee.
11. Ability to apply best practice in making decisions related to the work of the Committee.
12. Good communication and interpersonal skills.
13. Leadership and chairmanship skills.
14. Project and time management skills.
15. Ability to influence and work constructively with members, officers, the public and outside organisations.
16. Ability to work as part of a team.

CHAIRMAN OF AUDIT COMMITTEE

Key duty in the following area:

To oversee and promote the coordination and management of the Committee's functions relating to audit activity and regulatory framework (e.g. financial regulations, corporate governance, risk management) matters and the Annual Statement of Accounts.

Leadership

1. To chair and manage Committee meetings and ensure the Committee achieves its terms of reference.
2. To ensure the efficient carrying out of the processes for which the Committee has responsibility.
3. To demonstrate fair and open decision making by or on behalf of the Committee.
4. To ensure members' information needs are met so they can contribute fully to the decision-making within the committee process.
5. To ensure Committee members obtain the necessary skills to contribute to the work of the committee and to work with officers to provide training if necessary.
6. To be willing to learn about the professional disciplines and services relevant to the work of the Committee.

Ways of working

7. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
8. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
9. To make use of new technology to improve communication.

Skills and Knowledge required

10. Knowledge of the legislation regulating the work of the Committee.

11. Ability to apply best practice in making decisions related to the work of the Committee.
12. Good communication and interpersonal skills.
13. Leadership and chairmanship skills.
14. Project and time management skills.
15. Ability to influence and work constructively with members, officers, the public and outside organisations.
16. Ability to work as part of a team.

CHAIRMAN OF HUMAN RESOURCES COMMITTEE

Key duty in the following area:

To oversee and promote the coordination and management of the Committee's functions relating to the Council's Human Resources activity, particularly the approval and implementation of new and revised Human Resource policies as developed, reviewing and monitoring health and safety responsibilities and all staff employment matters.

Leadership

1. To chair and manage Committee meetings and ensure the Committee achieves its terms of reference.
2. To ensure the efficient carrying out of the processes for which the Committee has responsibility.
3. To demonstrate fair and open decision making by or on behalf of the Committee.
4. To ensure members' information needs are met so they can contribute fully to the decision-making within the committee process.
5. To ensure Committee members obtain the necessary skills to contribute to the work of the committee and to work with officers to provide training if necessary.
6. To be willing to learn about the professional disciplines and services relevant to the work of the Committee.

Ways of working

7. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
8. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
9. To make use of new technology to improve communication.

Skills and Knowledge required

10. Knowledge of the legislation regulating the work of the Committee.

11. Ability to apply best practice in making decisions related to the work of the Committee.
12. Good communication and interpersonal skills.
13. Leadership and chairmanship skills.
14. Project and time management skills.
15. Ability to influence and work constructively with members, officers, the public and outside organisations.
16. Ability to work as part of a team.

CHAIRMAN OF STANDARDS COMMITTEE

Key duty in the following area:

To oversee and promote the coordination and management of the Committee functions relating to the Council's Members' Code of Conduct.

Leadership

1. To chair and manage meetings of the Standards Committee and ensure the Committee achieves its terms of reference.
2. To ensure the efficient carrying out of the standards process and keep under review the standards process and codes within the framework provided by the Standards Board for England.
3. To monitor the preparation and presentation of reviews to ensure that the outcomes are fully taken into account in the formulation of policy by the Council.
4. To promote high standards of conduct by all elected members.
5. To assist elected members observe the Council's Code of Conduct.
6. To monitor and review the Code of Conduct and arrangement of training for all elected members to ensure its proper application.
7. To keep up to date with legislation and good practice relating to the Standards Committee.

Ways of working

7. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
8. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
9. To make use of new technology to improve communication.

Skills and Knowledge required

10. Knowledge of the legislation regulating the work of the Committee.

11. Ability to apply best practice in making decisions related to the work of the Committee.
12. Good communication and interpersonal skills.
13. Leadership and chairmanship skills.
14. Project and time management skills.
15. Ability to influence and work constructively with members, officers, the public and outside organisations.
16. Ability to work as part of a team.

(Note: The principles detailed within the items listed above, also apply to the members of the Standards Committee.)

LEADER OF MINORITY POLITICAL GROUP

Leadership

1. To be the lead spokesperson for members of their political group.
2. To challenge the overall direction of the Council, its strategic decisions and its administration, particularly through the scrutiny process.
3. To be a representative voice of an opposition party of the Council.
4. To ensure the Authority works within its budget, policies and plans.
5. To encourage the highest standards of probity amongst all Members of the Council.
6. To assist in the development and promotion of the Council's corporate governance strategy.
7. To represent the Council's best interests on all organisations to which he/she is nominated by the Council.

Policy development

8. To work with their Group to formulate overall policy and priorities for their group.

Community liaison

9. To represent the Council on local, regional and national bodies where formally appointed to do so.
10. To promote partnership working within the community for the well being of East Herts residents.

Ways of working

11. To ensure that the principles of equality and fairness are integral to all actions and policies of the Council.
12. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
13. To make use of new technology to improve communication.

14. To be a focal point for liaison between the Executive, Scrutiny Committee Chairmen and Chairmen of other committees etc and your minority political group.

Skills and Knowledge required

15. Knowledge of the legislation regulating the work of the Council.
16. Ability to apply best practice in making decisions related to the work of the Council.
17. Good communication and interpersonal skills.
18. Leadership and chairmanship skills.
19. Project and time management skills.
20. Ability to influence and work constructively with members, officers, the public and outside organisations.
21. Ability to work as part of a team.

(EAST HERTS)CHAIRMAN OF HIGHWAYS JOINT MEMBER PANEL
(Appointment on a rotational basis with Hertfordshire County Council representative)

Key duty in the following area:

To oversee and promote the coordination and management of the Panel functions relating to the formal partnership arrangement between Hertfordshire and this Authority for the exercise of functions of each Council in relation generally to specified highway and engineering functions.

Leadership

1. To chair and manage Committee meetings and ensure the Panel achieves its terms of reference.
2. To ensure the efficient carrying out of the processes for which the Panel has responsibility.
3. To demonstrate fair and open decision making by or on behalf of the Panel.
4. To ensure members' information needs are met so they can contribute fully to the decision-making process.
5. To ensure panel members obtain the necessary skills to contribute to the work of the panel and to work with officers to provide training if necessary.
6. To be willing to learn about the professional disciplines and services relevant to the work of the panel.

Ways of working

7. To ensure that the principles of equality and fairness are integral to all actions and policies of the Authorities.
8. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
9. To make use of new technology to improve communication.

Skills and Knowledge required

10. Knowledge of the legislation regulating the work of the panel.
11. Ability to apply best practice in making decisions related to the work of the panel.
12. Good communication and interpersonal skills.
13. Ability to influence and work constructively with members, officers, the public and outside organisations.
14. Ability to work as part of a team.

CHAIRMAN OF COMMUNITY VOICE

Key duty in the following area:

To oversee and promote the coordination and management of a Community Voice Forum and ensure that local views are reflected into the Community Planning Process

Leadership

1. To chair and manage Community Voice Forum meetings and ensure the Forum achieves its terms of reference.
2. To ensure the efficient carrying out of the processes for which the Forum has responsibility.
3. To ensure that the views of the Community Voice Forum are conveyed to the Executive and the Community Local Strategic Partnership, in a timely and accurate manner.
4. To liaise regularly with the Executive so as to ensure good communication and co-ordination.
5. To represent the Council at meetings of the Community Voice Forum and including meetings with Special Interest Groups, Parish Councils, Petitioners and the Public in the area covered by the Community Voice Forum .

Ways of working

7. To ensure that the principles of equality and fairness are integral to all actions and policies of the Authorities.
8. To take part in training and development programmes to ensure that this role is undertaken as effectively as possible.
9. To make use of new technology to improve communication.

Skills and Knowledge required

10. Good communication and interpersonal skills.
11. Ability to influence and work constructively with members, officers, the public and outside organisations.

12. Ability to work as part of a team.