

1. Ward Councillor

Purpose of Role:

To participate constructively and effectively in the good governance of Dover District Council.

Duties and responsibilities:

- (i) To observe the Members' Code of Conduct, act at all times with probity and propriety in the best interests of the Council and maintain confidentiality in all relevant Council business.
- (ii) To be collectively the ultimate policy-makers by contributing actively to the formation and scrutiny of the Council's policies, budget, strategies and service delivery
- (iii) To represent effectively and impartially the Ward to which they were elected and bring their communities' views and concerns into the Council's decision-making process by becoming the advocate of and for their communities.
- (iv) To champion causes which best relate to the interests and sustainability of the community and campaign for improvement of quality of life in the community in terms of equity, economy and the environment.
- (v) To respond to constituents' enquiries and representations fairly and impartially, to deal with individual casework and act as advocate in resolving constituents' particular concerns or grievances.
- (vi) To participate effectively as a Member of any Committee, Sub-Committee, working group or other body to which they are appointed and to develop and maintain a working knowledge of the Council's services, powers, duties, policies and practices including a good working relationship with officers of the Council.
- (vii) To represent the Council effectively on any outside body to which they are appointed, providing two-way communication between the organisations and presenting annually to Council a report on the work of the body and its contribution to the District.
- (viii) To develop and maintain a working knowledge of other organisations and services within the District including the promotion of partnership working.
- (ix) To contribute constructively to open government and generally encourage all sections of the community to participate in the democratic process.
- (x) When unable to attend a meeting of Committee or other body to which they have been appointed a member, to find a suitable substitute for the meeting and advise the Democratic Support section of the substitution.
- (xi) To take part in Member training in order to develop competencies, increase knowledge and receive updated information.

Skills required:

- Good communication and interpersonal skills
- Ability to relate to and deal with the public in a professional and timely manner and having regard to all aspects of equality and diversity
- Ability to work professionally and effectively with Council officers and outside organisations
- Community leadership skills

2. Chairman of a Committee

Purpose of Role:

To chair meetings of the Committee to which they have been appointed by Council in accordance with the Committee's terms of reference and to provide leadership and direction to the Committee.

Duties and responsibilities (in addition to those of a Ward Councillor):

- (i) To develop a constructive relationship with the relevant Head of Service, senior officers and appropriate Portfolio Holder.
- (ii) To maintain a good working relationship with the Vice-Chairman and Controlling Group Spokesperson of the committee and ensure they are adequately briefed on all relevant issues.
- (iii) To be consulted as necessary on addition of items to the agenda as a matter of urgency.
- (iv) To attend briefing meetings with appropriate senior officer(s) as necessary.
- (v) To uphold the Council's Constitution for the conduct of meetings.
- (v) To chair effective and efficient meetings of the committee ensuring that approved procedures are followed, all members of the committee are given equal opportunity to debate business to be conducted, and order is maintained during the meeting.
- (vi) To ensure that the Council's decision making process is transparent, consistent and accountable.
- (vii) To use the Chairman's casting vote as and when appropriate.
- (viii) To vary the order of business if considered appropriate.
- (ix) To approve the final draft Minutes or Notes submitted by Democratic Support officers, suggesting amendments if necessary, and to sign the Minutes/Notes as a correct record of the meeting when approved by the committee at the following meeting.

Specific skills required (in addition to those of a Ward Councillor):

- Ability to gain information by asking relevant questions and seeking necessary information.
- Active listening skills to ensure that speakers with differing abilities are heard and understood.
- Competent in analysing available information, summarising it, explaining outcomes and reasons for outcomes.
- Interpersonal and communication skills to ensure inclusion of all contributors whilst maintaining the focus and direction of the meeting.
- Ability to give clear guidance on procedures to be followed, explanation of outcomes if procedures/protocols not observed, and to take necessary and proportionate action when required.

3. Chairman of Overview & Scrutiny Committee

Purpose of Role:

To chair one of the Council's Overview and Scrutiny Committees ensuring effective consideration and scrutiny by the Committee of decisions, proposals and reports of the Executive relating to the remit of the Policy and Performance Committee or Community and Regeneration Committee, as appropriate.

Duties and responsibilities (in addition to those of a Chairman of a Committee):

- (i) At all times to use their own discretion and act in the interests of the Council and not of their political group.
- (ii) To lead the Committee on scrutiny of the Council's policies, budget, strategies and service delivery as appropriate to the remit of their Committee.
- (iii) To set the agenda for Committee meetings, with assistance from officers.
- (iv) To programme and manage reviews relevant to their Committee within the agreed work programme
- (v) To lead on the decisions, responses or recommendations, post scrutiny, to the Executive or relevant officers.
- (vi) To represent the Committee's views and present its resolutions to meetings of the Cabinet, Council or other Committees.
- (vii) To promote the role of overview and scrutiny within and outside the Council.
- (viii) To meet regularly with relevant officers to ensure the receipt of appropriate independent advice.
- (ix) To determine whether a key questions meeting is necessary prior to a meeting of the Committee and, if so, to attend it together with the Controlling Group Spokesperson and other Members in accordance with the approved procedure.
- (x) To be fully aware of the Council's Forward Plan and to ensure that the committee is able to consider all relevant issues within the timescale set out in the work programme.
- (xi) To provide agreement where appropriate for special urgency decisions to be implemented if not in the Forward Plan, in accordance with relevant guidelines.
- (xii) To fully involve external stakeholders such as service users, expert witnesses and partners in overview and scrutiny activities.

Policy & Performance

- (vii) To lead on the provision of advice to the Executive on major issues or policies before final decisions are made by the Executive.
- (viii) To call in a decision of the Executive or to receive and action requests for an Executive decision to be called in, in accordance with the agreed procedure.
- (ix) To ensure regular contact with non-executive Councillors, community representatives and local stakeholders to inform effective scrutiny of performance management.
- (x) To contribute effectively to the Council's scrutiny process by ensuring the questioning of the relevant officers on performance management.
- (xi) To lead in ensuring that appropriate information, training and guidance is available to non-executive Members in scrutinising performance management.

Community & Regeneration

- (xii) To lead on the provision of advice to the Executive on matters regarding community and regeneration and the scrutiny of external reports on community and regeneration
- (xiii) To meet regularly with relevant officers to ensure the receipt of appropriate independent advice to inform effective scrutiny of community and regeneration issues.
- (xiv) To ensure regular contact with non-executive Councillors, community representatives and local stakeholders to inform effective scrutiny of community and regeneration issues.

- (xv) To lead in ensuring contact with non-executive Councillors, community representatives and local stakeholders to inform effective scrutiny of performance management.

Specific skills required (in addition to those of a Chairman of a Committee):

- Confidence in bringing together elected Members, officers, representatives of external bodies and members of the public in order to obtain and evaluate information.
- Questioning and summarising skills.
- Ability to focus on essential issues as a basis for key questions.
- Clear understanding of Council's budget and policies.
- Clear understanding of Council's call-in procedure

4. Chairman of Planning Committee

Purpose of Role:

To chair meetings of the Council's Planning Committee in accordance with the Committee's terms of reference; to provide leadership and direction to the Committee and open and transparent decision making on planning applications brought to Committee.

Duties and responsibilities (in addition to those of a Chairman of a Committee):

- (i) At all times to use their own discretion and act in the interests of Dover District and not of their political group.
- (ii) To be fully conversant with the procedure for public speaking at Committee and to ensure that all parties are given an equal opportunity to express their views within that procedure.
- (iii) Whenever possible to attend and chair site visits, ensuring that the correct procedure is followed and all parties are given an equal opportunity to express their views within that procedure so that Members obtain the necessary information from the visit.
- (iv) To act in consultation with the Head of Development and Public Protection and/or Development Control Manager in respect of decisions taken in accordance with the Ordinary Decisions (Council Business) Urgency Procedure and to bring such decisions to the attention of the Committee.
- (v) To maintain and update a working knowledge of Town and Country Planning matters, Planning Policy Guidance and Planning Policy Statements, the Council's Local Development Framework, and other policies and practices affecting applications for planning permission which come before Committee.

Specific skills required (in addition to those of a Chairman of a Committee):

- Clear understanding of Council's development control function, planning application procedures and processes.
- Working knowledge of Town & Country Planning laws and relevant planning policies.
- Understanding of the Local Development Framework process
- Ability to conduct site visits in all weather and terrain conditions

5. Chairman of Standards Committee

Purpose of Role:

To chair meetings of the Council's Standards Committee in accordance with the Committee's terms of reference; to provide leadership and direction to the Committee in close liaison with the Council's Monitoring Officer

Duties and responsibilities (in addition to those of a Chairman of a Committee):

- (i) As an independent, non-elected member of the Council to be conversant with the protocols and practices of the Council insofar as they affect the conduct of elected District or Parish councillors who may be required to appear before the Committee or its Sub-Committees.
- (ii) To be fully conversant with the Council's Code of Conduct, the work of the Standard's Board for England in respect of the Code of Conduct and the procedures for hearing complaints against elected District or Parish councillors.
- (iii) To assist the Council's Monitoring Officer as required with training elected councillors, both District and Parish.
- (iv) To liaise with Democratic Support officers on reports.
- (v) To submit a report to the Annual Meeting of the Council on the work of the Standards Committee during the previous year.
- (vi) To attend the Annual Conference of Standards Committees at least once during their term of office.

Specific skills required (in addition to those of a Chairman of a Committee):

- Good interpersonal, questioning, analytical and summarising competencies;
- Clear understanding of the Members' Code of Conduct and its implications for elected Councillors together with Members' personal and prejudicial interests;
- Ability to be completely impartial when dealing with elected councillors, officers and members of the public;

6. Chairman of Licensing/Regulatory Committee

Purpose of Role:

To chair meetings of the Council's Licensing Committee and/or Regulatory Committee in accordance with the Committee's terms of reference; to provide leadership and direction to the Committee and open and transparent decision making on licensing matters brought to Committee.

Duties and responsibilities (in addition to those of a Chairman of a Committee):

- (i) At all times to use their own discretion and act in the interests of the Licensing Authority and not of their political group.
- (ii) To be fully conversant with the procedure for hearings at Committee and to ensure that all parties are given an equal opportunity to express their views within that procedure.
- (iii) To liaise with the Council's Licensing Manager and the Solicitor (Litigation and Regulation) as necessary.

- (iv) To maintain and update a working knowledge of the Licensing Act 2003, relevant guidelines and regulations, and the Gambling Act 2005 as they affect applications which come before the Licensing Committee.
- (v) To maintain and update a working knowledge of the various licences dealt with by the Council's Licensing Section, the guidelines for fit and proper persons and the Council's guidelines and policies in respect of the Hackney Carriage and Private Hire trades as they affect applications and other matters brought before the Regulatory Committee.
- (vi) To be prepared to appear before a Magistrates' Court as a witness for the Council in the case of an appeal made against the decision of the Regulatory Committee
- (vii) To undertake training on new or amended legislation, regulations or procedures as required.

Specific skills required (in addition to those of a Chairman of a Committee):

- Clear understanding of Council's licensing function, licence application procedures and processes;
- Good interpersonal, questioning, analytical and summarising competencies;
- Understanding of legal procedures and processes;

7. Chairman of Governance Committee

Purpose of Role:

To chair meetings of the Council's Governance Committee in accordance with the Committee's terms of reference; to provide leadership and direction to the Committee on detailed financial and audit matters brought before Committee.

Duties and responsibilities (in addition to those of a Chairman of a Committee):

- (i) Maintain and update a working knowledge of the Council's financial practices, budget process and timetable, draft and year end accounts
- (ii) Have an overall understanding of the various functions and service areas of the Council with regard to audit reports on performance levels.
- (iii) To have a working knowledge of the Council's Constitution in order to undertake reviews and recommend changes to Council;
- (iv) To work closely with the Head of Governance, the Head of Audit Partnership and the Head of Finance and ICT in respect of reports to be considered by Committee.
- (v) To undertake training on new or amended legislation, regulations or procedures as required.

Specific skills required (in addition to those of a Chairman of a Committee):

- Attention to detail, analytical and numeracy skills;
- Understanding of corporate risk assessment and management;
- Ability to clarify and explain detailed information

8. Chairman of Appeals Committee

Purpose of Role:

To chair meetings of the Council's Appeals Committee in accordance with the Committee's terms of reference; to provide leadership and direction to Members in respect of grievance and disciplinary matters brought before the Committee.

Duties and responsibilities (in addition to those of a Chairman of a Committee):

- (i) Maintain and update a working knowledge of the Council's employment, grievance and disciplinary policies,
- (ii) Have an overall understanding of the various functions and service areas of the Council.
- (iii) To work closely with the Human Resources Manager, the Chief Executive and the Heads of Service in respect of appeals to be considered by Committee.
- (v) To undertake training on new or amended legislation, regulations or procedures as required.

Specific skills required (in addition to those of a Chairman of a Committee):

- Excellent interpersonal and communication competencies
- Active listening and questioning skills
- Ability to remain impartial and objective when dealing with Members, Officers and Trades Unions in the same forum

9. Chairman of General Purposes Committee

Purpose of Role:

To chair meetings of the Council's General Purposes Committee in accordance with the Committee's terms of reference; to provide leadership and direction to Members on matters which would otherwise have been dealt with by Council.

Duties and responsibilities (in addition to those of a Chairman of a Committee):

- (i) To have a clear understanding of the role of the Committee and the matters which it can consider and those powers and functions which are reserved to Council?
- (ii) Have an overall understanding of the various functions and service areas of the Council.
- (iii) Maintain and update a working knowledge of the Council's terms and conditions of employment.
- (iv) To work closely with the Chief Executive, Human Resources Manager and the Heads of Service as necessary.

Specific skills required (in addition to those of a Chairman of a Committee):

- Excellent interpersonal and communication competencies
- Ability to remain impartial and objective when dealing with Members and Officers
- Ability to assimilate, clarify and explain detailed information

10. Cabinet Member/Portfolio Holder

Purpose of Role:

- (i) To carry out all of the Council's functions which are not the responsibility of any other part of the Council, whether by law or under the Council's Constitution.
- (ii) In addition, to have the general role of providing leadership and guidance in respect of all executive functions within the portfolio area for which they are accountable,

Duties and responsibilities (in addition to those of a Ward Councillor):

- (i) To participate effectively as a member of the Cabinet, being responsible collectively and individually for making and implementing executive decisions, including proposing for adoption the Council's budget and policy framework.
- (ii) To review regularly the effectiveness of policies and services for which the portfolio holder is responsible and make recommendations to the Cabinet for continuous improvement.
- (iii) To seek advice from relevant officers before taking any decision which may be within their own delegated authority.
- (iv) To monitor and review capital and revenue budgets in their areas of responsibility to ensure expenditure and income is consistent with the Council's agreed budget.
- (v) Annually to review fees and charges where these are relevant to the responsibility areas and to recommend changes in line with the Council's agreed budget strategy.
- (vi) To liaise and work with other portfolio holders on cross-cutting areas of responsibility and make recommendations to the Cabinet as appropriate for decision.
- (vii) To consider and agree service plans for services for which they are responsible and regularly review these with appropriate officers to ensure agreed actions are taken.
- (viii) To identify and encourage participation and consultation on Council policies and strategies contained in the Corporate Plan with all members of the Council, staff, residents of the District, partners and stakeholders and to promote the Council's core values.
- (ix) To speak on behalf of the Council and to represent the Council on relevant external bodies to which they are appointed by the Council or the Executive.
- (x) To refer to Cabinet any matters with corporate implications.
- (xi) To receive representations from Councillors acting in their capacity as Ward members in relation to the provision of services to residents within their area.
- (xii) To exercise delegated powers in accordance with the Council's Constitution.
- (xiii) To make a decision in accordance with Part 3 section 3 paragraph C13 of the Council's Constitution in a case where a matter is urgent and cannot wait for the next meeting of the Cabinet.

Specific skills required (in addition to those of a Ward Councillor):

- Ability to analyse complex issues
- Understanding of local government and national statutory and financial frameworks
- Understanding of the Council's Corporate Plan, annual budget, and relevant portfolio issues.

11. Leader of the Council

Purpose of Role:

- (i) To provide strategic direction and political leadership to the Council and lead in its relations with government, other public bodies, partner organisations and the media.
- (ii) To be responsible for:
 - Leadership
 - Policy co-ordination and development
 - Partnership development
 - Strategic budget co-ordination
 - Communications
 - Corporate Plan
 - Community strategy

Duties and responsibilities (in addition to those of a Ward Councillor and Chairman of a Committee):

- (i) To provide effective political leadership and strategic direction to the Council, stakeholders and partners in the overall co-ordination of Council policies, strategies and service delivery and to achieve the objectives of the Council's Corporate Plan.
- (ii) To ensure effective corporate governance including working with opposition groups to achieve, where possible, cross-party co-operation and to promote the highest standards of probity.
- (iii) To lead the Cabinet and chair its meetings, ensuring that it meets its collective terms of reference and that of individual portfolio holders, and be responsible for the Council's corporate and resource strategy.
- (iv) To lead the development of local, regional, national and European policy and strategic partnerships.
- (v) To lead in developing partnerships with agencies, residents of the Dover District and stakeholders in relation to the delivery of strategic objectives and the provision of services to residents of the District in accordance with the community planning process.
- (vi) To be the key contact for outside organisations including central government, to communicate policies and priorities to the Council's Senior Management Team (SMT) and to receive its advice.
- (vii) To positively promote the Council and the District in the media and to act as the political spokesperson for the Council.
- (viii) To promote the long term financial, business and economic stability of the Council.
- (ix) To ensure that the recommendations of the Overview and Scrutiny Committees are fully considered in the formulation and development of Council policy.
- (x) Annually to appoint members of the Cabinet and determine the individual portfolio holders.
- (xi) To exercise delegated powers in accordance with the Council's Constitution.
- (xii) To consult on and give consent to as appropriate decisions taken between meetings of Cabinet as set out in Part 3, Section 3 paragraph C13 of the Council's Constitution.
- (xiii) To give an oral report of the business of the Executive to each ordinary meeting of Council.

Specific skills required (in addition to those of a Ward Councillor and Chairman of a Committee):

- Effective leadership including chairing meetings and facilitating discussion.
- Business and financial acumen including understanding and managing the Council's budget.
- Excellent political knowledge and awareness.
- Ability to work effectively with officers, public, media and outside organisations

12. Deputy Leader

Purpose of the role:

To support the Leader and fulfil all areas of responsibility of the Leader in their absence and to ensure that the Council's management and political processes function effectively.

Duties and responsibilities (in addition to those of a Ward Councillor and a Chairman of a Committee):

- (i) To assist and work with the Leader of the Council.
- (ii) In the absence of the Leader of the Council, to deputise for them at Council meetings and chair meetings of the Cabinet.
- (iii) To carry out the requirements of the Leader's job profile in as far as legally possible and permissible, in the absence of the Leader.
- (iv) To carry out such duties and undertake portfolio responsibility as delegated by the Leader of the Council.

13. Leader of the major opposition

Purpose of Role:

- (i) To provide leadership to the Council's major opposition group.
- (ii) To ensure effective, positive and constructive opposition and/or challenge to the Council's majority group.

Duties and Responsibilities (in addition to those of a Ward Councillor and Chairman of a Committee):

- (i) To provide overall leadership to the Council's major opposition group;
- (ii) To lead effectively the opposition and/or challenge to the majority group at the Council and provide, as appropriate, alternatives or amendments to the Council's policies, strategies and budgets and proposed amendments thereto.
- (iii) To act as the principal political spokesperson for the major opposition group.
- (iv) To meet regularly with his/her group members to ensure good communications and to inform effective opposition
- (v) To maintain effective relationships with the Leader of the Council, members of the Executive, the Chief Executive, Heads of Service and other relevant senior officers, to meet them as required to ensure effective briefings on service and relevant corporate areas and any other relevant issues pertaining to the Council.
- (vi) To nominate members of his/her group to serve on committees and sub-committees of the Council.

- (vii) To ensure effective contact with community representatives and other local stakeholders, as appropriate, and represent their views in ensuring effective opposition to the majority party.

14. Shadow Cabinet Member

Purpose of Role:

To assist the Leader of the Majority Opposition Group by providing informed comment and advice in respect of their particular shadow portfolio and with regard to the work being undertaken by the current Portfolio Holder.

Duties and responsibilities (in addition to those of a Ward Councillor):

- (i) To provide constructive challenge to the policies of the administration.
- (ii) To assist in shaping the policy of the Opposition Group with regard to its shadow portfolio.
- (iii) To liaise and work with other shadow portfolio holders on cross-cutting areas of responsibility.
- (iv) To receive briefings at regular intervals from Senior Officers of the Council as required.
- (v) To participate effectively as a member of the Shadow Cabinet by becoming thoroughly conversant with the area of expertise relevant to their specific portfolio.

Specific skills required (in addition to those of a Ward Councillor):

- Ability to analyse complex issues
- Understanding of key policy areas relevant to the shadow portfolio.
- Understanding of local government and national statutory and financial frameworks
- Understanding of the Council's Corporate Plan, annual budget, and key policy documents.

15. Chairman of the Council (Article 5)

Purpose of Role:

The Chairman will be elected by the Council annually to:

- (i) Be the Civic Head of the Council representing the Council as a whole in all civic and ceremonial matters; and
- (ii) Preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the Community.

Duties and responsibilities (in addition to those of a Ward Councillor and Chairman of a Committee):

Ceremonial Role

- (i) The Chairman will attend such civic and ceremonial functions as the Council and he/she determines appropriate having regard to criteria determined in

consultation with the Leader of the Council for which events require a civic/ceremonial presence and which represent the work of the Executive.

- (ii) *To positively promote the Council and the District.*

[The Chairman has social precedence in the Dover District by virtue of the Local Government Act 1972 (but not so as to prejudicially affect Her Majesty's royal prerogative)].

Chairing the Council Meeting

- (i) To uphold and promote the purposes of the Council's Constitution and to interpret the Constitution when necessary.
- (ii) To preside over meetings of the Council in an impartial manner.
- (iii) To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Members who are neither on the Executive nor hold Committee chairs are able to hold the Executive and Committee chairmen to account.
- (iv) To promote public involvement in the Council's activities.
- (v) To be the conscience of the Council.
- (vi) *In the absence of the chairman of a relevant Overview and Scrutiny Committee to give consent under the Urgency Procedures to enable executive decisions to be made outside the Budget or Policy Framework.*
- (vii) To be the arbiter in respect of appropriate decisions taken between meetings of Cabinet where the call-in procedure should not apply.

Specific skills required (in addition to those of a Ward Councillor and Chairman of a Committee):

- Chairing meetings in an effective and impartial manner
- Knowledge of the Council's Constitution and procedures
- Public relations experience and skills
- Tact, diplomacy and respect for the position of first citizen of the District
- Confidence in instructing the Chairman's Chauffeur and Attendant on matters affecting the Chairman's civic role

16. Vice-Chairman of the Council

Purpose of Role:

To support the Chairman of the Council and, in his/her absence, to have the same roles and functions as the Chairman.

Duties and Responsibilities:

- (i) To attend such civic functions and events as shall be requested by the Chairman.
- (ii) To assist the Chairman at meetings of Council as necessary.