

Part 7 - Management Structure

(including "proper officer" functions.)

Management Structure

The Corporate Management Team (CMT)

Chief Executive
Director of Corporate Resources and S.151 Officer
Director of Environment
Director of Place

The Heads of Service:

Director of Corporate Services and S.151 Officer

- Head of Finance and Procurement
- Head of Human Resources
- Head of Legal and Democracy

Director of Environment

- Head of Cleansing Services
- Head of Coastal and Public Realm
- Head of Neighbourhoods

Director of Place

- Head of Housing and Planning
- Head of Property
- Head of Regeneration and Growth

EK Services

- Head of Shared Services
- Client Services Manager
- Head of ICT

Appendix 1 - Proper Officer Functions

Proper Officer Appointments for Specified Purposes

Act and Section	Proper Officer's Function	Proper Officer	Officer Appointed to Act in Absence of Proper Officer
Local Government Act 1972			
13(3)	Parish Trustee	Chief Executive	Corporate Director - Governance
83	Witness and receipt of declaration of acceptance of office	Chief Executive	Corporate Director - Governance or Nominee
84	Receipt of declaration of resignation of office	Chief Executive	Corporate Director - Governance or Nominee
88(2)	Convening of meeting of Council to fill casual vacancy in the office of Chair	Corporate Director - Governance	Committee Services Manager
89(1)(b)	Receipt of notice of casual vacancy from 2 local government electors	Chief Executive	Electoral Services Manager
96(1)	Receipt of notices of pecuniary interest	Head of Legal and Democracy	Committee Services Manager
96(2)	Keeping record of disclosures of pecuniary interest under Section 94 and of notices under Section 96(1)	Head of Legal and Democracy	Committee Services Manager
100(B)(2)	Circulation of Reports and Agendas	Head of Legal and Democracy	Committee Services Manager
100(B)(7)(C)	Supply of Papers to the Press	Head of Legal and Democracy	Committee Services Manager

100(C)(2)	Summaries of Minutes	Head of Legal and Democracy	Committee Services Manager
100(D)(1)(a) 100(D)(5)(a)	The compilation of Lists of Background Papers for Agenda items and reports and identification thereof	Corporate Director/Service Heads	Nominee
100(F)(2)	Papers not open to Members	Chief Executive	Corporate Director - Governance
146(1)(a) and (b)	Declarations and certificates with regard to securities	Director of Corporate Resources and S.151 Officer	Nominee
151	Administration of Financial Affairs	Director of Corporate Resources and S.151 Officer	Head of Finance and Procurement
210(6) and (7)	Charity functions of holders of offices with existing authorities transferred to holders of equivalent office with new authority, or, if there is no such office, to proper officers	Director of Corporate Resources and S.151 Officer	Nominee
225(1)	Deposit of documents	Director of Corporate Resources and S.151 Officer	Head of Legal & Democracy
229(5)	Certification of photographic copies of documents	Director of Corporate Resources and S.151 Officer	Any solicitor employed by the Council
234(1) and (2)	Authentication of documents	Relevant Officer with delegated power to give, make or issue documents	Nominee
236(9) and (10)	To send copies of byelaws to County Council and Parish Councils	Director of Corporate Resources and S.151 Officer	Head of Legal & Democracy
238	Certification of byelaws	Director of Corporate Resources and S.151 Officer	Head of Legal & Democracy
Schedule 12 Para 4(2)(b)	Signature of summonses to Council meetings	Director of Corporate Resources and S.151 Officer/Head of Legal and Democracy	Committee Services Manager

Schedule 12 Para 4(3)	Receipt of notices regarding address to which summons to meetings is to be sent	Director of Corporate Resources and S.151 Officer/Head of Legal and Democracy	Committee Services Manager
Para 25(7)	Certification of resolutions under para 25 of Schedule 14. (Relating to Public Health Acts 1875-1925)	Director of Corporate Resources and S.151 Officer	Head of Law & Democracy
1.0 Representation of the People Act 1983			
8	Electoral Registration Officer	Chief Executive	Electoral Services Manager
83	Returning Officer for District, Parish & Community Council Elections	Chief Executive	Electoral Services Manager
2.0 Local Elections (Parishes and Communities) Rules 1986			
Rule 8	Receipt of request by 10 local government electors for the electoral area to hold an election to fill a casual vacancy in the office of Parish Councillor	Chief Executive	Electoral Services Manager
3.0 Local Government (Miscellaneous Provisions) Act 1976			
41	Evidence of resolutions and Minutes of Proceedings, etc	Director of Corporate Resources and S.151 Officer	Nominee
4.0 National Assistance Act 1948 and National Assistance (Amendment) Act 1951			
47 and 1	To secure the necessary care and attention for persons who:- (a) are suffering from grave chronic diseases, or (b) being aged, infirm or physically incapacitated and living in insanitary conditions; and (c) are unable to devote themselves, and are not receiving from other persons, proper care and attention.	Any person for the time being employed as a Consultant in Communicable Disease Control / Consultant in Health Protection at Public Health England South East	

5.0 Public Health (Control of Diseases) Act 1984			
Section 48 as amended by Health and Social Care Act 2008	Preparation of certificate to Justice of Peace for removal of body to mortuary and for burial within a prescribed time or immediately.	Any person for the time being employed as a Consultant in Communicable Disease Control / Consultant in Health Protection at Public Health England South East	
6.0 The Health Protection (Notification) Regulations 2010			
Regulations 2, 3, 6	Receipt and disclosure of notification of suspected notifiable disease, infection or contamination in patients and dead persons	Any person for the time being employed as a Consultant in Communicable Disease Control / Consultant in Health Protection at Public Health England South East	
7.0 Rent (Agricultural) Act 1976			
Schedule 4	Determination of the standard of housing which may be offered by a farmer as alternative accommodation for their present employees when they cease to be employed by them	Director of Place	Nominee
8.0 Local Government Finance Act 1988			
114	Compilation of reports on actual or contemplated unlawful expenditure or if the Authority's expenditure, including proposed expenditure, is likely to exceed its resources	Director of Corporate Resources and S.151 Officer	Nominee
9.0 Local Government and Housing Act 1989			
4	Head of the Council's Paid Service	Chief Executive	Nominee
5	Monitoring Officer	Head of Legal and Democracy	Deputy Monitoring Officer (nominated by Monitoring Officer)

15-17	Political Balance on Committees, etc	Head of Legal and Democracy	Committee Services Manager
19	Members' Interests	Head of Legal and Democracy	Committee Services Manager

Act and Section	Proper Officer's Function	Proper Officer	Officer Appointed to Act in Absence of Proper Officer
Local Authorities (Referendums) (Petitions and Directions) (England) Regulations 2000			
4	Publishing of Verification Number for Petitions	Chief Executive	Electoral Services Manager

Proper Officer/Monitoring Officer Roles

(NB. Some proper officer functions are mentioned specifically by reference to the relevant officer in the text of the Constitution and in the list below. Where the text refers to the “proper officer” without identifying the relevant officer, that officer is identified in the list below.)

Articles			Proper Officer	Deputy
P19	7.08	– Receipt of notice of removal of Cabinet member.	Head of Legal and Democracy & Monitoring Officer (MO)	Committee Services Manager
P27	12.03 (e)	– Public availability for Cabinet decisions.	Head of Legal and Democracy & (MO)	Committee Services Manager
Council Procedure Rules				
P96	1.3	Calling extraordinary meetings.	Head of Legal and Democracy & (MO)	Committee Services Manager
P96	1.3	Determination of date and time of extraordinary meetings.	Head of Legal and Democracy & (MO)	Committee Services Manager
P102	4.4	Report re: allocation of politically balanced seats.	Head of Legal and Democracy & (MO)	Committee Services Manager
P104	7.0	Determination of time and place of (ordinary) meetings.	Head of Legal and Democracy & (MO)	Committee Services Manager
P104	8	Notice of and summons to meetings.	Head of Legal and Democracy & (MO)	Committee Services Manager
P106	13.3	Receipt of questions from press and public.	Head of Legal and Democracy & (MO)	Committee Services Manager
P106	13.5	Rejection of questions.	Chief Executive	Corporate Director - Governance
P108	14.10(iv)	Record of questions	Committee Services Manager	Committee Services Manager
P107	14.5	Receipt of notice of Members’ questions.	Committee Services Manager	Committee Services Manager

P99	14.9	Receipt of notice of written questions.	Committee Services Manager	Committee Services Manager
P108	14.10(iv)	Register of questions.	Committee Services Manager	Committee Services Manager
P99	3.0	Motions on notice.	Head of Legal and Democracy & (MO)	Committee Services Manager
P114	21.0(v)	Receipt of requisitions for special meetings of Committees.	Head of Legal and Democracy & (MO)	Committee Services Manager
P115	21.3	Date and time of special Committee meetings (in consultation with Chair or Vice-Chair).	Committee Services Manager	Nominee
Access to Information Procedure Rules				
P118	5.0	Supply of documents	Committee Services Manager	Nominee
P119	9.1	List of background papers.	Officer making report	Nominee
P120	11.0	Exclusion of access to reports.	Officer making report	Nominee
P123	17.1	Publication of forward plan particulars (after receipt from relevant Directors).	Committee Services Manager	Nominee
P124	18.1	Key decisions not in forward plan – informing relevant Chair.	Head of Legal and Democracy & (MO)	Committee Services Manager
P124	18.3	Key decisions not in forward plan – availability of copies for public.	Head of Legal and Democracy & (MO)	Committee Services Manager
P126	21.0	Record of Cabinet decisions taken with officer(s) present.	Committee Services Manager	Nominee
P127	22.1	Record of decisions by individual Cabinet members on reports received.	Committee Services Manager	Nominee
Budget and Policy Framework Procedure Rules				

P131	2(a)	Service of copies of Cabinet Budget and policy proposals.	Head of Legal and Democracy & (MO)	Committee Services Manager
P131	2(f)	Written notices of Leader's objection to Council decision on budget/policy.	Head of Legal and Democracy & (MO)	Committee Services Manager
Cabinet Procedure Rules				
P136	1.4(b)	Notices/reports on delegation of Executive functions.	Head of Legal and Democracy & (MO)	Committee Services Manager
P137	2.4	Placing items on agendas at request of Leader and others (including the calling of meetings.)	Committee Services Manager	Nominee
Overview and Scrutiny Procedure Rules				
P139	1(d)	Receipt of reports of changes to the Overview & Scrutiny Panel.	Committee Services Manager	Nominee
P140	4.0	Extraordinary meetings of the Overview & Scrutiny Panel.	Chief Executive and/or Head of Legal and Democracy & (MO)	Nominee
P141	8(a)	Inclusion of agenda items at Members' request.	Committee Services Manager	Nominee
P141	10(a)	Receipt of recommendations to be put to Cabinet.	Committee Services Manager	Nominee
P142	11(a)	Calling Council meetings.	Head of Legal and Democracy & (MO)	Committee Services Manager
P142	11.2.1	Receipt of the Overview and Scrutiny Panel. report to be put to individual Cabinet member and response of that Cabinet member.	Committee Services Manager	Nominee
P143	13.0	Notification of requirement to attend meeting.	Committee Services Manager	Nominee
P144	15(d) and (i)	Receipt and notification of call-in requests.	Head of Legal and Democracy & (MO)	Committee Services Manager
P144	15(d) and (i)	Calling of the Overview and Scrutiny Panel Meeting on account of call in.	Head of Legal and Democracy & (MO)	Committee Services Manager

Standards Committee	Head of Legal and Democracy & (MO)	Deputy Monitoring Officer
Declarations of Members' Interests.	Head of Legal and Democracy & (MO)	Committee Services Manager
Any proper officer function not dealt with elsewhere.	Head of Legal and Democracy & (MO)	Deputy Monitoring Officer

Appendix 2 – Councillor Role Description

Role Descriptions

1. Ward Councillor

Purpose of Role:

To participate constructively and effectively in the good governance of Thanet 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; 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 party 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 reporting to the Council 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 consider finding a suitable substitute for the meeting and advise the Democratic Support section of the substitution.
- (xi) To attend Member training whenever possible in order to develop competencies, increase knowledge and receive updated information.

2. Chair 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-Chair and Group Spokespersons of the committee and ensure they are adequately briefed on all relevant issues.
- (iii) To agree the agenda in consultation with the relevant officers.
- (iv) To be consulted as necessary on addition-of-items to the agenda as a matter of urgency.
- (v) To attend briefing meetings with appropriate senior officer(s) as necessary.
- (vi) To uphold the Council's Constitution for the conduct of meetings.
- (vii) 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.
- (viii) To ensure that the Council's decision making process is transparent, consistent and accountable.
- (ix) To use the Chair's second or casting vote as and when appropriate.
- (x) To vary the order of business if considered appropriate.
- (xi) To approve the final draft Minutes or Notes submitted by Democratic Services 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.

3. Chair of the Overview and Scrutiny Panel

Purpose of Role:

To chair the Council's Overview and Scrutiny Panel to ensure effective consideration and scrutiny by the Panel of decisions, proposals and reports of the Cabinet.

Duties and responsibilities (in addition to those of a Chair 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 Panel on scrutiny of the Council's policies, budget, strategies and service delivery as relevant and appropriate.
- (iii) To set the agenda for Panel meetings, with assistance from officers.
- (iv) To assist with formulation of the agreed work programme.
- (v) To represent the relevant Panel's views and present its resolutions to meetings of the Cabinet, Council or other Committees.
- (vi) To promote the role of overview and scrutiny within and outside the Council.

- (vii) To meet regularly with relevant officers to ensure the receipt of appropriate independent advice.
- (viii) To be fully aware of the Council's Forward Plan and to ensure that the Panel is able to consider all relevant issues within the timescale set out in the work programme.
- (ix) To provide agreement where appropriate for special urgency decisions to be implemented if not in the Forward Plan, in accordance with relevant guidelines.
- (x) To fully involve external stakeholders such as service users, expert witnesses and partners in overview and scrutiny activities.
- (xi) To call in a decision of the Executive in accordance with the agreed procedure.
- (xii) To contribute effectively to the Council's scrutiny process by ensuring the questioning of the relevant officers on performance management.

4. Chair 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 Chair of a Committee):

- (i) At all times to use their own discretion and act in the interests of Thanet District Council 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 in order for Members to obtain the necessary information from the visit.
- (iv) 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.

5. Chair 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 Chair 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 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 the appropriate 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.

6. Chair of the Constitutional Review Working Party

Purpose of Role:

To chair meetings of the Council's Constitutional Review Working Party in accordance with the Working Party's terms of reference; to provide leadership and direction to the Working Party in close liaison with the Council's Monitoring Officer.

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

- (i) To be fully conversant with the Council's Constitution and decision-making processes;
- (ii) In so far as is practicable, to promote consensus decision-making in relation to Constitutional changes;
- (iii) 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;
- (iv) To liaise with the appropriate officers on reports;

7. Chair of Licensing Board

Purpose of Role:

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

Duties and responsibilities (in addition to those of a Chair 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 Director of Safer Neighbourhoods and Legal department 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 Board.
- (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 Licensing Board.
- (vi) To undertake training on new or amended legislation, regulations or procedures as required.

8. Chair of Governance and Audit Committee

Purpose of Role:

To chair meetings of the Council's Governance and Audit 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 Chair 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 work closely with the Head of Audit Partnership, Financial Services Manager and Deputy S.151 Officer in respect of reports to be considered by Committee.
- (iv) To undertake training on new or amended legislation, regulations or procedures as required.

9. Chair of General Purposes Committee (when appointed)

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 Chair 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 and the Service Managers as necessary.

10. Cabinet Member

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 the Council's Constitution in a case where a matter is urgent and cannot wait for the next meeting of the Cabinet.

11. Leader of the Council

Purpose of Role:

- (i) To provide strategic direction and 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 Chair 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 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 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 the Council's Constitution.
- (xiii) To nominate members of their group to serve on committees and sub-committees of the Council.
- (xiv) To give an oral report to each ordinary meeting of Council.
- (xv) In the event of a hung Council, the Leader of Council and Opposition Leader should work together in a constructive manner.

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 Chair 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. Shadow Leader of Council

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 Chair of a Committee):

- (i) To provide overall leadership to the Council's major opposition group;
- (ii) To ensure effective corporate governance including working with other groups to achieve, where possible, cross-party co-operation and to promote the highest standards of probity;
- (iii) 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.
- (iv) To act as the principal political spokesperson for the major opposition group.
- (v) To meet regularly with their group members to ensure good communications and to inform effective opposition;

- (vi) To maintain effective relationships with the Leader of the Council, members of the Executive, the Chief Executive, Service Managers 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.
- (vii) To nominate members of their group to serve on committees and sub-committees of the Council.
- (viii) 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.
- (ix) In the event of a hung Council, the Leader of Council and Opposition Leader should work together in a constructive manner.

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.

15. Chair of the Council

Purpose of Role:

The Chair 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 Chair of a Committee):

Ceremonial Role

- (i) The Chair will attend such civic and ceremonial functions as they and the Council determines appropriate having regard to criteria determined in consultation with the Leader of the Council for which events require a civic/ceremonial presence.
- (ii) To positively promote the Council and the District.

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 chairs to account.
- (iv) To promote public involvement in the Council's activities.
- (v) To be the conscience of the Council.
- (vii) To be the arbiter in respect of appropriate decisions taken between meetings of Cabinet where the call-in procedure should not apply.

16. Vice-Chair of the Council

Purpose of Role:

To support the Chair of the Council and, in their absence, to have the same roles and functions as the Chair.

Duties and Responsibilities:

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