

Councillor Role Profiles

Incorporating the Kirklees Skills & Knowledge Framework

Revised: November 2008

Councillor
Development



THE MJ
2008
Achievement Awards
WINNER

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Introduction

Role profiles for councillors were introduced in Kirklees in 1999 and were used by the Independent Review Panel (IRP) to underpin the Councillors' Allowance Scheme. They were developed as a means to clearly set out the expectations of a ward councillor and all roles attracting a 'Special Responsibility Allowance' (SRA). They have been refined and amended since 1999 to ensure that they reflect the roles and responsibilities that our councillors need to carry out on behalf of the public they are elected to serve.

The following role profiles are the result of a full review of the Councillors' Allowance Scheme that took place in October 2008. It included consultation with councillors and key officers to ensure the role profiles were updated to reflect the changing role of councillors and the future needs of the council and local government. In addition to this, skills and knowledge for each role have been identified to both meet the requirements of a future allowance scheme and support the Councillor Development Programme.

The role profiles set out the role and responsibilities as well as the skills and knowledge required for each role. The role profile for the ward councillor is the foundation for all other roles. The responsibilities, skills and knowledge required for roles attracting an SRA are in addition to those set out for the ward councillor.

The role profiles have three main purposes:

- To provide clarity for councillors, officers and the public about what is expected of each role;
- To provide guidance to the Independent Review Panel for the Councillors' Allowance Scheme;
- To support councillors in their development by providing a checklist to identify their development needs, both for the roles they are currently undertaking and for future roles to support succession planning.

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Role Profile of a Ward Councillor

Leadership at Ward Level

- To lead and champion the interests of the local community and effectively represent the interests of the Ward and its constituents.
- To meet and liaise regularly with local interested parties and involve and consult them on key council decisions.
- To support and promote citizenship locally and empower the community to participate in the governance of the area.
- To undertake case work for constituents and act as an advocate in resolving concerns or grievances.
- To communicate with local people and answer enquiries:
 - about decisions that affect them
 - about opportunities in the community
 - regarding the rights of constituents within Kirklees
 - as to why decisions are taken

Localism and Local Area Committees

- To participate constructively in the good governance of the area.
- To use influence as a councillor to develop links between groups and communities in the ward and local area.
- To be constructively involved in the work of the Local Area Committee.
- To forge local partnerships to ensure resources are used to meet the needs of the area.

Representation

- To inform the debate at full council meetings and contribute to the effectiveness of the council meeting as the focus of visible leadership.
- To contribute to the formation and scrutiny of the council's policies, budget, strategies and service delivery.
- To contribute to the scrutiny of decision-making and review of policies/services of the council.
- To represent the council to the community and the community to the council.
- To develop and maintain knowledge of how the council works and develop working relationships with its officers.
- To participate in the activities of any political group of which the councillor is a member.
- To represent the council on outside bodies and, where appropriate, to represent those bodies within Kirklees.

Other

- To fulfil the legal (in accordance with the council Code of Conduct for councillors) and local requirements placed on a councillor.
- To prepare an Annual Report to be published every June.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Ward Councillor

Leadership Skills

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

Chairing Skills

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

Organisational Skills and Personal Effectiveness

- Manage casework (including the use of information technology (IT) to support the process).
- Basic administration skills.

Team Working & Relationship Building

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

Knowledge

- Understanding of national policies and their impact on the ward.
- Knowledge of the issues within the ward and the wider locality.
- An understanding of how the council works.
- Knowledge of the council structure, key contact officers and services procedures and eligibility criteria (in relation to schemes and services administered by the council).
- Knowledge of the political decision-making structures of the council and partners.
- Understanding of the Code of Conduct for councillors, including ethics and standards.
- Knowledge of the strategic priorities and key policies of the council.
- Understanding of legislation and council policies to which councillors must adhere.
- Basic understanding local government finances and audit processes.
- Understanding the Corporate Parenting responsibilities of councillors.
- Knowledge of the council's standards of customer care and complaints procedure.
- Knowledge of partner agencies in the context of the ward.

Communication Skills

- Community engagement skills.
- Influencing, persuading and negotiation skills.
- Managing conflict and mediation skills.
- Ability to work with the media and to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Ability to communicate with a range of audiences, including partners.
- Active listening and questioning skills.
- Ability to make an effective presentation and public speaking skills.

Other Skills and Abilities

- Ability to use IT to access agendas, minutes, reports, etc and to use the GroupWise e-mail system, the Kirklees Intranet and website.
- Ability to interpret council budgets and accounts.

Role Profile of the Leader of the Council

This role profile identifies the responsibilities, skills and knowledge required of the Leader of the Council, which are in addition to those set out for a Cabinet member (on pages 12 and 13).

- To provide leadership to the council.
- To undertake the role of 'community leader', building a vision for the area and leading the council and its partners towards that vision.
- To represent the council and provide leadership of the local strategic partnership and other key local partnerships.
- To chair the Cabinet meetings and to take responsibility for its performance, individually and collectively.
- To represent the authority, and be accountable for, discussions and negotiations with the community and with regional, national and international organisations.
- To undertake political executive responsibility for proposing and directing the overall strategy, budget, policy arrangements and service reviews.
- To act as spokesperson for the authority (in consultation with the Leader of other political Groups and the Chief Executive as appropriate).
- To ensure the work of the Cabinet is conducted in accordance with the council's constitution and with due regard for any statutory provisions set out in legislation.
- To facilitate good communication so that people within and outside the authority are able to contribute constructively to the decision-making processes of the council.
- To work closely with the Group Business Manager to ensure the smooth running of the Group and the personal development of members of the Group.
- To maintain effective liaison with the Chair of Overview and Scrutiny.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for Leader of the Council

Leadership Skills

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

Chairing Skills

- Advanced chairing skills

Organisational Skills and Personal Effectiveness

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

Knowledge

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

Communication Skills

- Ability to facilitate effective communication within and across the council and to ensure the community are able to engage in the council's decision making processes.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Advanced listening and questioning skills.
- Advanced presentation skills.
- Advanced public speaking skills.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups, to the benefit of the Kirklees community.
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Overview and Scrutiny, Area Committees and other political Groups.
- Political sensitivity to be able to address difficult issues across all Groups.

Role Profile of Deputy Leader of the Council

This role profile is to be read in conjunction with both the role profile for Cabinet member and Leader of the Council. It identifies responsibilities specific to the role of Deputy Leader, in addition to those of a Cabinet member.

Role and Responsibilities

- To assist the Leader of the Council in the formal processes and matters of leadership of the authority (specifically set out in the Role Profile of the Leader of the Council on page 9).
- To work with the Leader of the Council on the budget and policy development.
- To ensure that appropriate developmental steps are taken to equip them with the knowledge and skills to carry out the role of the Leader when called upon.
- To deputise for the Leader in his/her absence and undertake the above mentioned duties set out in the Role Profile for the Leader of the Council.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for Deputy Leader of the Council

As it is expected that the Deputy Leader should be able to deputise for the Leader, the same additional skills and knowledge are set out below.

Leadership Skills

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

Chairing Skills

- Advanced chairing skills

Organisational Skills and Personal Effectiveness

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

Knowledge

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

Communication Skills

- Ability to facilitate effective communication within and across the council and to ensure the community are able to engage in the council's decision making processes.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Advanced listening and questioning skills.
- Advanced presentation skills.
- Advanced public speaking skills.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups, to the benefit of the Kirklees community.
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Overview and Scrutiny, Area Committees and other political Groups.
- Political sensitivity to be able to address difficult issues across all Groups.

Role Profile of a Cabinet Member

- To have the strategic responsibility for, and provide a lead on, a named portfolio of services.
- To have the responsibility for, and provide a lead on, the initiation of policy in respect of the relevant portfolio.
- To contribute to the development of strategic policy as part of the cabinet collective.
- To decide the executive action to be taken in implementing those matters of council policy allocated to them within their portfolio, seeking advice from the Executive Management Group and Heads of Service, where appropriate.
- To be a member of, and attend, Cabinet meetings and to share the collective responsibility for decisions taken by Cabinet.
- To take personal responsibility, and to be held accountable, for any decisions taken, and to share with the appropriate service managers responsibility for the performance of services within their portfolio.
- To respond to or deal with any issues arising at council meetings relating to their portfolio, to include reporting on progress made against portfolio priorities.
- To act as spokesperson or advocate within and outside the authority on those services and functions within their portfolio.
- To provide regular reports on progress and to undertake consultation on decisions as required.
- To attend Overview and Scrutiny Committee and Scrutiny Panels to share priorities, discuss decisions taken and/or support the policy formulation process.
- To develop partnership working with other agencies and contribute as a key player to delivering a partnership agenda through the Local Public Service Boards.
- To represent the council on outside bodies, and contribute the Kirklees perspective on national, regional and sub-regional bodies and feedback as appropriate.
- To consult ward councillors and other stakeholders as part of the development and review of policy.
- As part of the Cabinet, to be involved in:
 - leading the community planning process for the council;
 - the consultation on, and drawing up of, the revenue and capital budgets, and monitoring budget under/over spends
 - leading the search for continuous improvement;
 - taking decisions on resources and priorities to deliver the strategies and budget approved by Full Council;
 - promoting and participating in Councillor Development.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Note: The Cabinet has decided that all decisions will be taken collectively. No decisions have been delegated to individual Cabinet members.

Skills and Knowledge for a Cabinet Member

Leadership Skills

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

Chairing Skills

- Intermediate chairing skills to be able to chair meetings relating to their portfolio and local public service boards.

Team Working & Relationship Building

- Relationship building – with other Cabinet colleagues, Executive Management Group/senior officers, Overview and Scrutiny, Partners etc
- Ability to work as part of an executive team to drive forward the continuous improvement of the council.

Knowledge

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

Communication Skills

- Advanced communication skills to be able to work constructively with officers, councillors and partners.
- Advanced listening, questioning and negotiation skills.
- Advanced presentation and advanced public speaking skills.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.

Organisational Skills

- Ability to manage a busy and complex workload, often to tight timescales and deadlines.

Other Skills and Abilities

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

Role Profile of a Leader of an Opposition Group

- To establish and represent the views of the Group on issues of policy and priority, and develop group policies that are credible and could be implemented by the council.
- To lead an Opposition Group within the council.
- To manage the work of councillors within the Group, and the overall co-ordination of opposition spokespersons and the business of the Group.
- To shadow and scrutinise the Leader of the Council and the Cabinet in their duties.
- To represent the council on key local partnerships and in so doing act as an ambassador for the council.
- To act as the principal spokesperson for an Opposition Group of which he/she is leader and as a representative of the authority to external bodies and organisations as appropriate.
- To comment on, challenge and review the council's administration performance in the co-ordination and implementation of its policies and procedures.
- To champion and participate in Councillor Development and manage the Group Business Manager to ensure the smooth running of the Group and the personal development of its councillors.
- To advise the Leader of the Council of the Group's position on issues relating to external relationships.
- To represent the Group on relevant formal and informal working groups
- To maintain effective liaison with the Chair of the Overview and Scrutiny Management Committee.
- To participate in the development of corporate strategies and policies.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Note: The level of Allowance paid to Group Leaders is calculated in relation to the size of the Political Group and the level of workload and responsibility that comes with that Group.

Skills and Knowledge for an Opposition Leader

Leadership Skills

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

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups, to the benefit of the Kirklees community
- Ability to build effective relationships with other parts of the political management structure e.g. full council, Overview and Scrutiny, Area Committees and other political Groups.
- Political sensitivity to be able to address difficult issues across all groups.

Knowledge

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

Communication

- Ability to facilitate effective communication within and across the council, and ensure the community is given the opportunity to engage in policy development of the opposition Group.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the council is positively represented.
- Advanced listening, questioning and negotiation skills.
- Advanced presentation and public speaking skills

Chairing Skills

There are no specific chairing responsibilities inherent in this post.

Organisational Skills and Personal Effectiveness

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

Other Skills and Abilities

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

Role Profile of a Deputy Leader of an Opposition Group

This role profile is to be read in conjunction with the role profile for Leader of a Group.

Role and Responsibilities

- To undertake the development required to ensure that the post holder is equipped with the knowledge and skills required to carry out the role of the Group Leader when called upon.
- To assist the Group Leader to manage the work of Councillors within the Group.
- To work with the Group Leader on the budget and policy development for the Group
- To deputise for the Group Leader in his or her absence and undertake the duties set out in the role profile for Leader of a Group.
- To support the Group Leader in the initiation of policy.
- To work closely with Executive Management Group and Heads of Service where appropriate.
- To hold the Cabinet to account at Council meetings.
- To play a proactive role in Overview and Scrutiny to discuss decisions taken or support the policy formulation process.
- Consult interested parties, ward councillors and citizens as part of the development and review of group policy
- To assist the Group Leader when consulting on, and drawing up the revenue and capital budgets.
- To undertake detailed work in preparation for Council meetings.
- To be an advocate for the group within their capacity as a group officer.

Skills and Knowledge for a Deputy Leader of an Opposition Group

As it is expected that the Deputy Leader is able to deputise for the Leader, the additional skills and Knowledge set out for the Leader are copied here as they are also required of the Deputy Leader.

Leadership

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

Chairing

Intermediate chairing skills

Organisational Skills

- Ability to plan and prioritise the business of the Group

Other Skills

- Assimilating and analysing complex information
- Research skills and policy development

Knowledge

- Understanding of the roles of Leader of the Council, Cabinet members and the Leader of a Group within the Council
- Understanding of the legally defined role of certain senior officers
- Knowledge of the work of national, regional and sub regional bodies and the role of the Council within them
- Understanding of the national policy framework and its impact on local policy development
- Knowledge of the challenges facing local government
- Understanding of Council strategy, policies and operations
- Knowledge of the role of local partners and the services they deliver and their relationship with the Council
- Understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies
- Knowledge of community needs and their priorities for action
- Understanding of the relationship between national politics and local political leadership
- Understanding of the wider, national issues facing councillors and the practical implications for the Councillors in their group

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the Kirklees community
- Ability to build effective relationships with other parts of the political management structure e.g. full Council, Overview and Scrutiny, Area Committees and other political groups
- Political sensitivity to be able to address difficult issues across all groups

Communication

- Ability to facilitate effective communication within and across the Council, and ensure the community are given the opportunity to engage in policy development of the group
- Advanced skills in working with the media whilst being able to identify when additional support from public relations specialists is required, to ensure the Council is positively represented
- Advanced listening and questioning skills
- Advanced presentation skills and public speaking.

Role Profile of a Group Business Manager

- To assist the business of the authority through the operational management of the councillors within their political Group.
- To be responsible for co-ordinating the councillors of his/her own political group in respect of their membership of, and attendance at, meetings of the council and on Outside Bodies.
- To promote and participate in Councillor Development.
- To co-ordinate the Group's response to requests for nominations at cross party/national/regional/sub-regional events.
- To be involved in the Personal Development Review interviews for members of their Group.
- To work with their Group Leader on issues of succession planning.
- To resolve, in consultation with officers and other Group Business Managers as appropriate, any scheduling problems or matters referred to them for consideration by councillor(s) or the Chief Executive.
- To foster and maintain a disciplined approach by councillors having regard to high standards of behaviour and ethics as set out in the council's Code of Conduct for councillors.
- To assist in managing councillors' roles as elected representatives.
- To ensure that all members of their Group register and declare their interests and gifts and hospitality received, in accordance with national and local guidelines.
- To work closely with the Leader of the Group and to ensure the smooth running of the Group and the personal development of its members.
- To co-ordinate the production and collation of Annual Reports by members of the Group.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.
- To play a key role in negotiating and resolving office accommodation issues for political groups.
- To respond to complains about Councillors (from officers or members of the public).
- To be responsible for managing the substitute lists on behalf of the group.

Skills and Knowledge for a Group Business Manager

The level of skill required by a Group Business Manager in some of the areas outlined below will be dependant on the number of councillors in their Group.

Leadership Skills

- Ability to guide and influence, and when necessary, discipline members of their political group.

Team Working & Relationship Building

- Ability to broker consensus with colleagues within their own political Group.
- Relationship building with senior officers and councillors, particularly their Group Leader and members of own Group.
- Ability to effectively liaise across political groups with other Group Business Managers.

Organisational Skills and Personal Effectiveness

- Ability to manage a busy and complex work load, often to tight timescales and deadlines.
- Organisational skills to facilitate the co-ordination of the activity of councillors within the political group in relation to committees, sub committees, outside bodies, substitutes panel etc.

Knowledge

- A detailed understanding of the role and responsibilities of the Group Business Manager function and its relationship with the other parts of the councils decision-making structures.
- An awareness of key areas as relevant to the role e.g. the council's approach to Councillor Development, the councillors' Allowances Scheme etc.
- An awareness of the wider, national issues facing councillors and the practical implications for Kirklees councillors.

Communication Skills

- Good communication skills, principally with members of their own political Group and GBM colleagues.
- Tact and diplomacy in dealing with politically sensitive issues (including disciplining members of the group), within their political group and across the parties.
- Ability to carry out a confidential discussion with their members in respect of their personal development and specific issues and challenges they face as part of their work.
- Active listening and empathy specifically within the context of carrying out one-to-ones with their members.

Chairing Skills

There are no specific chairing responsibilities inherent in this post.

Role Profile for the Chair of the Overview and Scrutiny Management Committee

Leading and Promoting the Overview and Scrutiny Function

- To maintain effective liaison with the Leader of the Council and the Chief Executive to ensure that overview and scrutiny contributes to effective decision-making in Kirklees.
- To represent overview and scrutiny in council and be accountable to council for the actions of overview and scrutiny.
- To ensure that overview and scrutiny is publicised and communicated to build understanding of its role both within and outside the council.
- To represent Kirklees at regional and national forums concerned with overview and scrutiny.
- To represent the Overview and Scrutiny Committee on relevant boards and panels.
- To be responsible for the constitutional arrangements relating to the waiving of call in where decisions are 'urgent' and/or not on the forward plan.

Managing and Co-ordinating the Overview and Scrutiny Function

- To Chair the meetings of the Overview and Scrutiny Management Committee.
- To ensure that scrutiny work is properly co-ordinated.
- To maintain an overview of the work of all the panels in order to ensure effective co-ordination and progress of all work.
- To monitor progress of all scrutiny reviews and ensure that they are completed in reasonable time.
- To support and advise the Lead Members of the Overview and Scrutiny Panels.
- To receive all requests for scrutiny and ensure initial investigation to inform consideration at the Management Committee.
- To monitor the use of 'notices of concern' and 'call-in' procedures to advise on whether the procedure is being used appropriately.

Development of Overview and Scrutiny

- To maintain an overview of scrutiny in Kirklees and to learn from practice elsewhere.
- To ensure the continuing development of overview and scrutiny in Kirklees through improving both practice and how it is organised.
- To encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in overview and scrutiny matters.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge For Chair of the Overview and Scrutiny Management Committee

Leadership Skills

- Leadership of the scrutiny function within, and outside the council.
- Leadership of the Management Committee as a team.
- Ambassadorial skills through the representation and championing of the scrutiny function inside and outside the authority.
- Objective setting and progressing those objectives on behalf of the scrutiny function.

Chairing Skills

- Advanced chairing skills.

Team Working & Relationship Building

- Relationship building with Management Committee colleagues, EMG/senior officers, Panel Lead Members, Cabinet, partners etc.
- Building effective relationships with other parts of the political management structure e.g. Cabinet, Full Council, and Area Committees etc.
- Ensuring effective contributions from each member of Management Committee.

Knowledge

- A detailed awareness of the strategic importance of the scrutiny function within the council.
- A detailed awareness of the constitutional arrangements relating to the scrutiny function and particularly those of the Chair of the Management Committee.
- A detailed awareness of the Kirklees approach to overview and scrutiny and its relationship with the other parts of the council's decision-making structures.
- Detailed knowledge of the challenges facing the scrutiny function and the role of the Chair in addressing them.
- An awareness of changes facing local government and an understanding of how these might impact on the council's scrutiny function
- An understanding of project management principles.

Communication Skills

- Advanced listening skills and questioning skills.
- High standard of communication skills with officers, councillors, co-optees, partners, external bodies and members of the public.
- Advanced presentation skills.
- Advanced public speaking skills

Organisational Skills and Personal Effectiveness

- Assimilating and analysing complex information.
- Overseeing and prioritising scrutiny work, taking account of available resources.
- Planning and co-ordinating the work of the Overview and Scrutiny Management Committee and its agenda.
- Co-ordinating the work of standing and ad hoc scrutiny panels.

Other Skills and Abilities

- Ability to deal with complex strategic issues and problems on behalf of the Management Committee and the scrutiny function as a whole.
- Ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence.

Role Profile for a Member of the Overview and Scrutiny Management Committee

- To be responsible for supporting the Chair of the Overview and Scrutiny Management Committee to ensure effective scrutiny in Kirklees.
- To lead, with the Chair of Overview and Scrutiny, the overview and scrutiny function in Kirklees.
- To ensure that Overview and Scrutiny is publicised and communicated to build understanding of its role both within and outside the council.
- To manage and co-ordinate the Overview and Scrutiny work programme and forward plan.
- To maintain an overview of the work of all the panels, and their Lead Members, in order to ensure effective co-ordination and progress of all work.
- To monitor progress of all scrutiny reviews and ensure completion in reasonable time.
- To support and advise lead members.
- To consider and determine requests for in-depth scrutiny reviews and where necessary chair an ad hoc panel.
- To be responsible for the continuing development of both the organisation and practice of overview and scrutiny learning from the experience both in Kirklees and elsewhere.
- To encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in overview and scrutiny matters.
- To provide a quality check on the outcome of reviews.
- To work with officers in progressing individual objectives on behalf of the Management Committee.
- To develop and maintain constructive relationships with Cabinet.
- To contribute to the recruitment and retention of co-optees
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Member of the Overview and Scrutiny Management Committee

Leadership Skills

- Leadership of the scrutiny function within and outside the council including sharing and learning from best practice.
- Objective setting and progressing those objectives on behalf of the scrutiny function.

Team Working & Relationship Building

- Relationship building within the Management Committee context– with EMG, senior officers, Panel Lead Members, the Executive etc
- Effective relationship building with other parts of the political management structure e.g. Cabinet, Full Council, Area Committees etc.
- Ensuring an effective contribution from each Panel Lead Member.

Knowledge

- An awareness of the strategic importance of the scrutiny function within the council.
- A detailed awareness of the Kirklees approach to Overview and Scrutiny and its relationship with the other parts of the council's decision-making structures.
- An awareness of changes facing local government and an understanding of how these might impact on the council's scrutiny function.
- An awareness of the changes facing the council and an understanding of how these might impact on the scrutiny function.
- An appreciation of the Management Committee's Audit Panel function.
- Detailed knowledge of the challenges facing the scrutiny function and the role of Management Committee in addressing them.
- An awareness of project management principles as relevant to the Panel.

Communication

- Advanced listening and questioning skills.
- High standard of communication with officers, councillors, co-optees, partners and co-optees.
- Intermediate presentations skills.
- Intermediate public speaking.

Organisational Skills and Personal Effectiveness

- Overseeing and prioritising scrutiny work taking account of available resources.
- Co-ordinating the work of standing and ad hoc panels.

Other Skills and Abilities

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

Role Profile of an Overview and Scrutiny Panel Lead Member

Management and Co-ordination of Overview and Scrutiny

- To ensure that the panel responds to issues referred to it by the Overview and Scrutiny Management Committee.
- To contribute to the management, co-ordination and development of overview and scrutiny in Kirklees.
- To report to the Overview and Scrutiny Management Committee on the work and progress of the Panel, and keep them informed of important and contentious issues that may involve a 'notice of concern' or 'call-in'.
- To attend meetings of the Overview and Scrutiny Management Committee when required.
- To present findings of scrutiny panel work at Full Council meetings.

The Link between the Cabinet member, services and Scrutiny

- To read relevant papers and reports and to attend meetings with the Cabinet member, Director, respective Heads of Service and officers.
- To be briefed on all matters affecting the relevant service/s, forward planning, and future Cabinet discussions.
- To identify, and report to the Overview and Scrutiny Panel, issues and potential decisions from the work programme of the Cabinet member and services that could cause concern.
- To inform the Cabinet member, Director, Heads of Service etc of any concerns that the Overview and Scrutiny Panel has raised.
- To advise the Cabinet member, Director, Heads of Service etc how those concerns may be best addressed to ensure that the right decision is taken first time.
- To attend as necessary Cabinet Meetings when items relevant to the Panel are being discussed.

Manage the Work of the Overview and Scrutiny Panel

- To manage and guide the Panel's work to scrutinise relevant issues relating to service delivery and decisions taken by the executive.
- Through the scrutiny function contribute to the development of service policy.
- To co-ordinate and manage panel members to undertake assigned tasks and sub-group work.
- In liaison with the Chair of Overview and Scrutiny and the Panel, to use the procedures set out for issuing 'notices of concern' and 'call-in'.
- To chair meetings of the panel convened to consider any items that have been called-in.
- To liaise with the designated Scrutiny officer supporting the Panel.
- To ensure that the Scrutiny Panel carries out the functions set out in the constitution.
- To engage partner agencies in the work of review and scrutiny and promote the constructive approach to scrutiny work.
- To attend in an observer capacity the corresponding Local Public Service Board and scrutinise the delivery of the Local Area Agreement targets
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

NOTE: The Overview and Scrutiny Management Committee believes that a Lead Member should be able to commit a minimum equivalent of one day per week to the role.

Skills and Knowledge for a Scrutiny Panel Lead Member

Leadership Skills

- Leadership of the Panel and on behalf of the Panel.

Team Working & Relationship Building

- Relationship building within the scrutiny context with officers, councillors, co-optees, etc.
- Effective relationship building with other parts of the political management structure e.g. Cabinet, Full Council, and Area Committees etc.
- Developing the Panel as a team and ensuring effective contributions from each member of the panel.

Organisational Skills and Personal Effectiveness

- Ability to prioritise and manage the work programme of the panel, co-ordinating assigned tasks and taking account of available resources.

Knowledge

- A detailed awareness of the Kirklees approach to overview and scrutiny and its relationship with the other parts of the council's decision making structures.
- Detailed knowledge of the Panel portfolio and the main issues relating to that portfolio.
- An awareness of project management principles, as relevant to the Panel.

Communication Skills

- Advanced listening and questioning skills.
- Communication with officers, councillors, co-optees, and partners.
- Intermediate presentations skills.
- Intermediate public speaking.
- Able to draft reports setting out Panel progress for consideration by Management Committee.

Chairing Skills

- Advanced chairing skills.

Other Skills and Abilities

- Ability to assimilate and analyse complex information.
- Ability to obtain and weigh up evidence to reach conclusions and make recommendations based on that evidence.

Role profile for Chair of an Ad Hoc Scrutiny Review

Managing the work of the panel

- In consultation with the Overview and Scrutiny Management Committee and the Panel, to propose and agree the terms of reference and the scope of the ad hoc review.
- To liaise with the designated Scrutiny Officer supporting the panel.
- To develop, propose and agree the work programme for the panel and any evidence required.
- To Chair the meetings of the panel to ensure that both 'witnesses' are treated courteously and that the members of the panel have the opportunity to explore and develop the issues that concern them.
- Guide the panel to pull together the key evidence to develop conclusions and recommendations to inform the panel's report.

The Link between the panel, the Cabinet member, Services and the Overview and Scrutiny Management Committee, council partners and, where appropriate, the media

- To ensure that the panel carries out its programme of work and report progress to the Overview and Scrutiny Management Committee as appropriate.
- To present the findings of the panel to the Overview and Scrutiny Management Committee, the Cabinet member and council.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for the Chair of an Ad Hoc Scrutiny Panel

Leadership Skills

- Leadership of the Panel and on behalf of the Panel.

Team Working & Relationship Building

- Relationship building within the scrutiny context with officers, councillors, co-optees, etc.
- Effective relationship building with other parts of the political management structure e.g. Cabinet, Full Council, and Area Committees etc.
- Developing the Panel as a team and ensuring effective contributions from each member of the panel.

Organisational Skills and Personal Effectiveness

- Ability to prioritise and manage the work programme of the panel, co-ordinating assigned tasks and taking account of available resources.

Knowledge

- A detailed awareness of the Kirklees approach to Overview and Scrutiny and its relationship with the other parts of the council's decision-making structures.
- An awareness of project management principles as relevant to the Panel.

Communication Skills

- Advanced listening and questioning skills.
- Communication with officers, councillors, co-optees, and partners.
- Intermediate presentations skills.
- Intermediate public speaking.
- Able to draft reports setting out Panel progress for consideration by Management Committee.

Chairing Skills

- Advanced chairing skills.

Other Skills and Abilities

- Research skills.
- Ability to assimilate and analyse complex information.
- Ability to obtain and weigh up evidence to reach conclusions and make recommendations based on that evidence.

Role Profile of the Chair of a Planning Sub-committee

- To chair the Planning Sub Committee in accordance with its terms of reference.
- To foster and maintain a disciplined approach by the councillors involved having regard to high standards of behaviour and ethics including the protocol relating to planning procedures.
- To ensure that contributions by the public to meetings are facilitated and controlled in accordance with the agreed procedure.
- To advise officers on the content of the agenda for Sub Committee meetings.
- To represent the council in all dealings with the public, media and other bodies in respect of the work of the Sub Committee.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for the Chair of a Planning Sub-committee

Leadership Skills

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

Team Working & Relationship Building

- Relationship building particularly with senior officers involved in the Planning function, Leaders, Group Business Managers.

Organisational Skills

- Ability to plan and prioritise the business of the Planning Sub-committee, having regard to its terms of reference and key challenges facing the Planning function

Knowledge

- In-depth understanding of Planning issues and protocol relating to Planning procedures and Planning Committee.
- Understanding of the role of ward councillors in the Planning process and how to handle conflicts of interest between being a Ward councillor and a member of Planning Committee.
- Understanding of the role of Planning Officers.

Communication Skills

- Advanced listening, questioning and negotiation skills.
- Communication skills – particularly with councillors, officers and the public involved with the Planning Sub-committee.
- Advanced presentations skills.
- Advanced public speaking.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the Planning Sub-committee and the council are positively represented.

Chairing Skills

- Advanced chairing skills, including the ability to manage conflict.
- Impartiality and objectivity

Role Profile of the Chair of the Licensing and Safety Committee and Chair of a Regulatory Panel

This role profile is also relevant for the Chair of a Regulatory Panel (Licensing and Safety) where the majority of current activity takes place.

- To chair the Licensing and Safety Committee in accordance with its terms of reference.
- To foster and maintain a disciplined approach by the councillors involved having regard to high standards of behaviour and ethics.
- To advise officers on the content of the agenda for Committee meetings.
- To represent the council in all dealings with the public, media and other bodies in respect of the work of the Committee.
- To represent the Committees decisions in appeals to the Magistrates and higher Courts.
- To be aware of legislation and ongoing local and national developments on licensing matters and their implications.
- To be the councillor spokesperson in regular scheduled meetings with the taxi vehicle trade and with other interested parties so that the council maintains relationships and can have positive dialogue on licensing issues.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for Chair of the Licensing and Safety Committee and Chair of a Regulatory Panel

Leadership Skills

- Ability to represent the Licensing and Safety Committee to the community and the media.

Team Working & Relationship Building

- Relationship building particularly with senior officers involved in the planning function, Leaders, Group Business Managers.

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the licensing and safety having regard to its terms of reference and key challenges facing the Licensing and Safety function.

Knowledge

- In-depth knowledge of the standards, ethics and Code of Conduct for councillors.
- Knowledge and understanding of relevant legislation and local/national developments on licensing matters – and their implications.

Communication Skills

- Advanced listening and questioning skills.
- Communication skills – particularly with councillors and officers involved with the Planning Sub Committee.
- Intermediate presentations skills.
- Intermediate public speaking.
- Ability to work with the media and to identify when additional support from public relations specialists is required, to ensure the council and the Planning function is positively represented.

Chairing Skills

- Advanced chairing skills, including the ability to manage conflict.
- Impartiality and objectivity.

Role Profile of the Chair of the Appeals Panels

- To chair meetings of the Panel in accordance with the relevant terms of reference.
- To organise the work programme and determine the agendas of Panel meetings.
- To foster and maintain a disciplined approach by the members of the panel, having regard to high standards of behaviour and ethics.
- To represent the council in all dealings with the public, media and other bodies in respect of the work of the Panel.
- To deal with and decide upon all appeals as follows:
 - Staffing appeals relating to grading, single status, grievance dismissal, disciplinary matters and sickness termination;
 - Appeals against decisions on education discretionary awards;
 - School transport appeals;
 - Appeals regarding applications for boarding education;
 - To review the decision of the Director of Adults & Communities / Director of Children & Young People on the details of any registered complaint;
 - To resolve disagreements etc. between Kirklees Council and organisations involved in the provision of care services;
 - Appeals from applicants on the Housing Register.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for the Chair of the Appeals Panels

Team Working & Relationship Building

- Relationship building particularly with senior officers supporting/advising on the appeals processes of the council, Leaders, Group Business Managers and Panel members.

Chairing Skills

- Advanced chairing skills.
- Impartiality and objectivity

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the Appeals Panel having regard to its terms of reference.

Knowledge

- In-depth understanding of the Appeals process.
- In-depth knowledge of grading issues, including those relating to single status.
- In-depth knowledge of grievance and disciplinary procedures.
- In-depth knowledge of School Transport issues.
- In-depth knowledge of Housing allocation system and relevant Housing legislation.

Communication Skills

- Advanced listening and questioning skills.
- Communication skills – particularly with councillors and officers involved with the Appeals Panel.
- Intermediate presentations skills.
- Intermediate public speaking.

Other Skills and Abilities

- Ability to obtain and weigh up evidence to reach conclusions and make recommendations based on that evidence.

Role Profile of a Chair of an Area Committee

- To recognise at all times that the Area Committee is the public face of the Council.
- To chair the Area Committee meetings in accordance with its terms of reference.
- To foster and maintain a disciplined approach by the councillors involved, having regard to high standards of behaviour and ethics.
- To ensure that public meetings are delivered to the highest standard, demonstrating transparency in decision-making and cultivating the trust of the general public in local politics.
- To advise officers on the content of the agenda for committee meetings.
- To ensure that planning meetings are an effective mechanism for informing and updating Councillors on area committee/locality-wide matters, resolving potential disputes and effectively managing the work programme of the area committee.
- To lead Area Committee activities as appropriate.
- To represent the council in all dealings with the public, media and other bodies in respect of the work of the committee, in accordance with Council procedures and protocols.
- To ensure that active participation with the locality agenda is secured by:
 - Developing an understanding amongst area committee members of their locality and the benefits and value of co-operation to the communities they serve.
 - Using the influence of the area committee and its governance measures, to support and progress locality priorities.
 - Emphasising the crucial role that each ward councillor has to ensure that the needs of the communities they represent are summarised in the locality plan and prioritised accordingly.
- To take lead role and champion the work of the local Area Committee in partnership with:
 - Local community
 - Voluntary Sector
 - Public and private sector
 - Other interested parties
- To encourage and support the active participation of all local Area Committee councillors, co-optees and partners in the following areas:
 - Community Engagement (making every effort to ensure that all sections of the Community, particularly under-represented groups, have an opportunity to participate);
 - Community action planning;
 - Devolved decision-making;
- To ensure the area committee operates in a manner that effectively represents the interests of the wider local community.
- To produce an annual report setting out the committees' achievements.
- To ensure the work of the area committee is well-publicised by informing, involving, consulting and feeding back to the local community using a wide variety of mechanisms.

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- Represent the interests of the local community through two-way communication with the council, partners and other key decision-makers.
 - To plan and co-ordinate the work programme and forward plan of the area committee.
 - Proactive liaison with council officers and partners/agencies to achieve the objectives of the Area Committee.
 - To ensure that the area committee works effectively with service providers to ensure the provision of services that meet local needs.
 - To be responsible for ensuring decisions are made using correct protocols.
 - To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for the Chair of an Area Committee

Leadership Skills

- Ability to provide leadership for the local area.
- Ability to challenge the status quo and develop proposals for change at a local level.
- Ambassadorial skills to be able to represent the Area Committee both within and outside the council.
- Objective setting and progressing those objectives on behalf of the Area Committee.

Team Working & Relationship Building

- Relationship building particularly with Area Committee members, co-optees, local partners, key community contacts, senior officers etc.
- Tact and diplomacy to be able to work across the full range of council services, partners and political groups to the benefit of the local community
- Supporting and encouraging relevant contribution from each member of the Area Committee.
- Ensuring maximum contribution from Area Committee members with portfolio lead responsibilities.

Knowledge

- Detailed understanding of the council's constitution.
- Detailed understanding of the code of conduct, budget and audit processes and key internal policies.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the relationship between the role of the council and its Area Committees.
- Knowledge and understanding of locality working.
- Understanding of the legally defined role of certain senior officers.
- Knowledge of local community needs and their priorities for action.
- Knowledge of community engagement and community action planning processes.

Communication

- Advanced communication skills to be able to work constructively with councillors, partners, co-optees and officers.
- Advanced listening and questioning skills.
- Advanced presentation skills.
- Advanced public speaking skills.
- Advanced skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the Area Committee and the council are positively represented.

Chairing

- Advanced chairing skills.

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the Area Committee having regard to its terms of reference and key challenges facing the local area.
- Ability to manage a busy and complex workload often to tight timescale and deadlines.

Role Profile for the Chair of the Corporate Governance and Audit Committee

- To chair the Corporate Governance and Audit Committee meetings in accordance with its terms of reference.
- To be responsible for ensuring decisions are made using correct protocols.
- To foster and maintain a disciplined approach by the Councillors involved having regard to high standards of behaviour and ethics.
- Planning and co-ordinating the work programme and forward plan of the Committee.
- To advise officers on the content of the agenda for Committee meetings.
- To chair planning meetings and manage the work programme of the Committee to ensure that tasks are completed.
- To produce an Annual Report setting out the Committees' achievements in relation to:
 - Monitoring the operation of the Council's Constitution and keeping its terms under review, including all procedure rules.
 - Making recommendations to the Council for any change or additions to the procedure rules or Articles of the Constitution or executive arrangements.
 - To oversee all matters relating to the adoption and operation of the Members' Allowances Scheme including recommendation to the Council of the adoption of or amendment to any such Scheme.
 - To keep under review the portfolios of the Cabinet and the terms of reference and delegations of Council functions to committees and formally appointed bodies and officer.
 - To consider the Council's arrangement relating to accounts.
 - To consider the Council's arrangements relating to internal and external audit requirements.
 - To review the adequacy of the Council's Corporate Governance arrangements (including matters such as internal control and risk management) and including to review and approve the annual statement of Corporate Governance.
 - To oversee the agreement and updating of the Council's Code of Corporate Governance, monitoring its operation and compliance with it, and using it as a benchmark against performance for the Annual Statement of Corporate Governance.
 - To oversee the designation of the Head of Paid Service, the Monitoring Officer and all statutory 'proper officers'.
 - To oversee payments/benefits in cases of maladministration as required and make recommendations arising from any review of a report of the Local Government Ombudsman.
 - To initiate or consider a petition for community governance review under sections 79 – 86 of the Local Government and Public Involvement in Health Act 2007 and to agree the Terms of Reference for such a review, and decide the outcome following the review.
 - Functions relating to elections and parishes set out in Part D of Schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (or any replacement or amendment of it).
 - Charities and charitable trusts (so far as not the responsibility of Cabinet).

Skills and Knowledge for Chair of the Corporate Governance and Audit Committee

Leadership

- Ability to provide leadership for committee.
- Objective setting and progressing those objectives on behalf of the committee.

Chairing

- Advanced chairing skills.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of council services, partners and political groups to the benefit of the local community.
- Supporting and encouraging relevant contribution from each member of the committee.

Communication

- Advanced communication skills to be able to work constructively with councillors, partners, co-optees and officers.
- Listening and questioning skills.
- Presentation/public speaking skills.

Organisational Skills

- Ability to plan and prioritise the business of the committee having regard to its terms of reference and key challenges facing the local area.
- Manage a busy and complex workload often to tight timescale and deadlines.

Knowledge

- Detailed understanding of the council's constitution.
- Detailed understanding of the Code of Conduct, budget and audit processes and key internal policies.
- Detailed understanding of the Councillors Allowances Scheme.
- Detailed understanding of the relationship between the Council and charitable Trusts.

Role Profile for Member of the Adoption Panel

- To consider the needs and circumstances of individual children and to make recommendations as to whether they should be adopted.
- To consider the assessment of prospective adopters and to make recommendations as to whether they are suitable to adopt a child/children.
- To consider a match between a child/children and prospective adopters and to make recommendations regarding the prospective placement and the related adoption support plan.
- A Panel member is required to consider reports presented to him/her, meet at Panel meetings prospective adopters who accept an invitation to the Panel, and recommend to the Agency Decision Maker in relation to the following:
 - Whether a prospective adopter is suitable to adopt a child
 - From the reports **may consider and give advice** regarding the number, age, sex, likely needs and background of children that the applicant is suitable to adopt
 - Whether a child should be placed for adoption
 - From the reports **must consider and may give advice** about any contact arrangements and whether the agency should apply for a Placement Order
 - Whether a particular approved adoptive family is suitable for a child/sibling group
 - Whether the adoption support plan is appropriate with regard to post placement and post adoption support
 - Periodical review of children where adoption is the plan but he/she is not yet placed
 - The review of adoption placements where the child/children has been placed for more than 1 year prior to the making of an adoption order.
 - The continuing approval of an adoptive family awaiting a placement and any changes of profile to be considered
 - Review of adoption placements which disrupt
 - Case discussions/consultation to assist in decision making
- To assist the Panel to meet and maintain its statutory requirements under the Adoption Agencies Regulations 2005, ensuring advice is obtained from the Legal Advisor and a request is made for any further information that the Panel member feels is necessary to have in relation to matters brought before it.
- To monitor and feedback to the Panel Chair and Professional Advisor, views on the quality of the Kirklees Children and Young People Service work in the area of adoption.
- To monitor the Kirklees' ability to meet the National Adoption Standards targets and to receive and comment upon six monthly reviews of the service.
- To ensure the safe and confidential storage of all documents sent to the Panel member for consideration prior to a meeting and the return of all such documents to the Panel Administrator at the conclusion of the meeting to which they relate.
- To understand the importance of quoracy in fulfilling the Adoption Agencies Regulations 2005, to ensure their personal and professional commitment to attendance is maximised and any non attendance be notified to the Panel Administrator with as much notice as possible.

- As part of continuing development as a Panel member, to attend a minimum of one training day per year together with the social workers and managers of the Adoption Agency and to keep up to date an information file containing all information and training related to the Panel member's role.
- To work in an anti-discriminatory way and be sensitive to issues of diversity and promotion of equal opportunities.
- To undergo an annual Professional Development Review, usually undertaken by the Panel Chair and a manager of the Adoption Agency, related to all the above matters.

Skills and Knowledge for Member of the Adoption Panel

Leadership

- Commitment to taking part in discussion and prepared to accept responsibility for an equal role in the recommendation process.
- Able to use expertise independently - of agency, family, etc - in carrying out the role.

Communication

- Ability to read and analyse reports.

Organisational Skills

- Commitment to regular attendance.

Team Working & Relationship Building

- Commitment to permanency and long term planning for children and young people.
- Willing to participate in training provided by Kirklees Council to incorporate heightened awareness of implications of new legislation and current professional practice issues in relation to adoption work and the best interests of children.

Knowledge

- To develop a working knowledge and keep up-to-date with adoption agencies legislation, regulations and practice as they relate to the operation of the panel
- Commitment to the Kirklees values, principles and objectives, as laid out in the Statement of Purpose of the Kirklees Adoption Service.
- Must acknowledge the complete confidentiality of all information they receive in connection with their duties as Panel members, and follow protocol in relation to receipt and storage of confidential papers.

Terms and Conditions of Appointment to the Adoption Panel

1. Panel members are required to provide proof of identity and membership is subject to a satisfactory enhanced Criminal Records Bureau check.
2. Panel members are required to provide proof of relevant qualifications and any membership of professional bodies related to their role.
3. All Panel members must sign a confidentiality statement.
4. A bi-annual or annual training day will be arranged by Kirklees MC; there is a clear expectation that Panel members will attend. Members will be consulted on the content and format of the training day.
5. Panel members are entitled to claim expenses for travel, mileage, parking fees and child care costs.
6. It is possible for a Panel member to have some knowledge, either in a personal or professional capacity, of a case under consideration. In such circumstances a member should declare an interest and inform the Chair or Vice Chair of the Panel accordingly.
7. Panel members should be committed to anti-discriminatory practice and should be prepared to consider each case on its own merits.
8. An information package will be provided to Panel members who will also have the opportunity of observing Panel prior to taking up appointment.
9. There is an expectation that Panel members will attend a minimum of 75% of meetings in a year. Members are also expected to advise the Panel Administrator if they are unable to attend panel giving as much notice as possible. This avoids panel having to be cancelled at the last minute avoiding distress for applicants and additional delays for children.
10. Panel members should have read the panel papers carefully, should attend panel meetings prepared to contribute to the panel discussion and to work within panel protocols.
11. The papers should be left with the Panel Administrator immediately after the meeting.
12. If a Panel member has any concerns about another Panel member's behaviour or conduct in the Panel, these should normally be raised in private with the Panel Chair. The Panel Chair will discuss any issues of this nature with the Professional Advisor to Panel and if necessary will then address these with the Panel member in question. If these concerns cannot be resolved informally, the Unit Manager, Family Placement will put in writing the reasons why it intends to end the Panel member's appointment.

Role Profile for Member of the Fostering Panel

- To consider applications from prospective foster carers, respite carers and short break carers, making a clear recommendation regarding the terms of the approval.
- To consider approval of a relative or friend, originally approved under Regulation 38, to care for a specific, named child(ren).
- To consider a proposed placement for a specific child(ren) aged up to 14 years for whom it is agreed that fostering provides the best opportunity for permanency.
- To consider the review and re-approval of carers following (1) the first annual review. (2) Where there has been a major change in carers circumstances (3) following child protection concerns (4) where there are serious concerns re the standard of care being provided.
- To consider recommendations for termination of a foster carer's approval (following review or concerns arising from an investigation) and to be provided with information regarding termination of carers who have resigned or where a specific child has left the placement. Where the Panel because of allegations of abuse terminates carers Ofsted will be informed. A child protection strategy meeting will have considered whether the carers who have been subject to allegations will be referred to POCAL; the Panel will be informed of any decision to include foster carers on the register.
- To receive information on the outcome of carers annual reviews and details of the numbers of children placed in independent fostering placements.
- To consider the views of applicants in relation to approvals and to consider the views of approved carers in relation to variations of the terms of their approval. New applicants or approved carers may attend the Panel or make written representations.
- To consider issues of quality with regard to assessments and childcare planning, and ensure that a consistent approach is applied to all matters presented for consideration.
- To receive management information on an annual basis to allow the Panel to monitor the range and types of carers in comparison to the needs of children. This will include information about children placed in independent agencies.
- Details regarding the numbers of exemptions agreed in foster placements will be reported to the next available Panel.
- To consider instances where a child is placed outside a carers' approved profile.
- In all cases the Panel will make recommendations to the Agency Decision-Maker for his/her decision. The decision-maker can choose to make a different decision from the recommendation made.
- The vice chair will be expected to chair the Panel on two occasions during the year when the chair is present. This will enable the chair to give feedback and observe the dynamics of the Panel without having the responsibility of running the meeting.

Skills and Knowledge for Member of the Fostering Panel

Leadership

- Commitment to taking part in discussion and prepared to accept responsibility for an equal role in the recommendation process.
- Able to use expertise independently - of agency, family, etc - in carrying out the role.

Communication

- Ability to read and analyse reports.

Organisational Skills

- Commitment to regular attendance.

Team Working & Relationship Building

- Commitment to children and young people.
- Willing to participate in training provided by Kirklees Council to incorporate heightened awareness of implications of new legislation and current professional practice issues in relation to fostering work and the best interests of children.

Knowledge

- To develop a working knowledge and keep up-to-date with relevant legislation, regulations and practice as they relate to the operation of the panel
- Commitment to the Kirklees values, principles and objectives of the service.
- Must acknowledge the complete confidentiality of all information they receive in connection with their duties as Panel members, and follow protocol in relation to receipt and storage of confidential papers.

Terms and Conditions of Appointment to the Fostering Panel

Membership of the Panel

1. There are 10 voting members of the Fostering Panel. Panel meetings will be quorate with 5 voting members, two of whom must be members who hold independent status, one a social worker employed by the fostering service and one the chair or vice chair. A Panel administrator is present to take the minutes, alert the chair to any matters requiring his or her attention and to collect the papers at the end of the meeting. The fostering team manager is in attendance as the Panel advisor. The Panel advisor is present to advise on regulations, policy and procedure and to take feedback from the Panel to the fostering unit. The agency medical advisor will provide medical advice regarding applicants and children.
2. The chair is appointed by the Agency Decision-Maker and will be a person with extensive experience of work within the Children & Families Services. The appointment will be for three years but can be renewed for a further three years at the discretion of the Agency Decision-Maker.

3. Observers who are new Panel members, social workers or other allied professionals may attend the Panel. A maximum of two observers may attend with the agreement of the chair who should consider the sensitive nature of the cases to be heard before making a decision. Observers should sign a confidentiality agreement prior to receipt of any Panel papers.
4. All Panel members will be appointed by the Agency Decision Maker. There will be:
 - 1 x Chair** who should not have direct line management of the fostering service.
 - 4 x Independent Members** two of whom should where possible have some expertise in the following; Child health, Education.
At least one should be a foster carer for another fostering service provider and one a person who has been in foster care or had a child placed in foster care.
 - 1 x representative** who is an experienced social worker from Family Placement.
 - 1 x representative** who is an experienced social worker from Children & Families.
 - 1 x representative** who is an elected member of the Local Council.
 - 2 x members** at the agencies discretion.
5. All Panel representatives must undergo CRB checks and agree to sign a confidentiality agreement prior to commencement of Panel duties. Panel members should inform the Panel Administrator at once if they are charged, convicted or cautioned for any criminal offence.
6. At all times the membership of the Panel, will as far as possible, reflect the ethnic mix of the Kirklees population and will include a balance of male and female members.
7. In the event of there being a possible conflict of interest, which occurs because of a Panel member's personal/ professional involvement with a case which is being presented to the Panel. The chair will decide whether that person should be withdrawn from the Panel while recommendations are considered.

Tenure of the Panel

The period of tenure will be 3 years. However, members will be able to extend their period of office up to a further three-year period, at the discretion of the Agency Decision-Maker.

If a Panel member misses three consecutive meetings without sending apologies, their membership can be terminated by the Agency Decision-Maker. Any Panel member may resign his office at any time by giving one month's notice in writing to the Agency Decision-Maker. Where a member of the fostering Panel is deemed to be unsuitable by the fostering service provider his or her office may be terminated at any time by giving notice in writing.

Voting

Panel members will be asked their individual views regarding recommendation and Panel members should try to reach a consensus. No one view will carry more weight than another will. Any dissension from the group should be clearly recorded with any reservations clearly stated.

Where the Panel is evenly balanced with half agreeing to recommend approval and half not and it is not possible to make a positive recommendation, the Panel may either defer for more information or refer the matter to the Agency Decision – Maker. The Agency Decision- Maker will decide whether to approve the item. In complex cases the Decision-maker may want to clarify points with the Chair or the Panel advisor before making a decision.

The following role profile is attached as an Appendix to this document as it relates to a role which is not undertaken by an elected Councillor, but by a layperson who is independent from the Council:

Chair of Standards Committee

Role Profile of the Chair of the Standards Committee

- To chair the Standards Committee in accordance with its terms of reference.
- To chair panels dealing with allegations of breach of the Council's Code of Conduct.
- To foster and maintain a disciplined approach by the Members involved having regard to high standards of behaviour and ethics
- To work with the Council's Monitoring Officer in promoting and supporting standards of behaviour and ethics among all Councillors on KMC and parish and town councils in the area.
- To advise officers on the content of the agenda for Committee meetings.
- To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Committee.
- To ensure that all matters referred to it are dealt with promptly and in accordance with local and national guidance and on an entirely apolitical basis.
- To act as a spokesperson for the Standards Committee.
- To present any reports or findings to the relevant bodies within the Council.
- To establish and maintain the necessary knowledge and understanding of the Council's structures and processes to facilitate this role.

Skills and Knowledge for the Chair of the Standards Committee

Leadership

- Ability to represent the Standards Committee to Members, the community and the media

Chairing

- Advanced chairing skills

Organisational Skills

- Prioritising and managing the work of the Standards Committee including agenda planning and the deployment of available resources

Other Skills

- Assimilating and analysing complex and contradictory information
- Obtaining and weighing up evidence and making decisions based on that evidence

Knowledge

- Broad knowledge of the role and functions of the Council and its members and of its structures and procedures
- Broad knowledge of the role and function of town and parish councils
- A detailed awareness of the national and local importance and role of the Standards Committee, and the role of the Standards Board for England
- An understanding of the Council's Code of Conduct and the constitutional arrangements relating to the Standards Committee

Team Working & Relationship Building

- Relationship building - with the Council's Monitoring Officer, members of the Standards Committee, other councillors, including parish and town councillors, senior officers

Communication

- Advanced listening and questioning skills
- Intermediate presentation skills
- Intermediate public speaking
- Ability to work with the media and to identify when additional support from public relations specialists is required, to ensure the Council is positively represented