

Member Role Profiles



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Elected Member (applies to all members)

Responsible to: Cheltenham Borough Council and the local people

Role Purpose: To represent the views of their/their local community within and outside the Council.

Main Duties and Responsibilities

1. To represent the individual constituents within their Wards, undertaking casework on their behalf and serving all equally.
2. To liaise with the Leader of the Council, Cabinet members, other council members, officers and other service providers in ensuring that local community needs are considered and identified.
3. To be a channel of communication for the local communities about the decisions of Council and Council procedures.
4. Acting as community leader, to represent the views, aspirations and concerns of the people of Cheltenham as a whole, providing the focus for local democracy.
5. To participate in Council meetings to carry out the functions of Council meetings as set out in Article 4 of the Constitution.
6. To participate as a member of the Cabinet, committee, advisory panel/working group or other body to which the member is appointed.
7. If appointed, to represent the Council on outside organisations/bodies.
8. To develop and maintain a working knowledge of the Council's services, management arrangements, powers/duties and constraints and to develop good working relationships with the relevant officers of the Council.
9. To develop and maintain a good knowledge of the corporate policies of the Council.
10. To uphold the Council's Constitution and to promote high ethical standards. To act in accordance with the Members' Code of Conduct and the Protocols as set out in the Council's Constitution.
11. To establish and maintain effective working relations with other members (including those who are members of different political groups).
12. To promote and enhance the Council's reputation through participating constructively in the governance of Cheltenham.
13. To undertake in a constructive manner such training and development as the Council, the Standards Committee, member development group or the member's own group (if applicable) may recommend from time to time and to disseminate learning from attendance at conferences with their colleagues where appropriate, including feedback to all members.

14. To be aware of and understand their duties in relation to the Council's statutory safeguarding and Prevent duties, including completion of mandatory safeguarding and Prevent training.
15. Show a commitment to Equality, Diversity and Inclusion at all times and operate within Council policy.
16. To ensure the safekeeping of any corporate ICT equipment allocated to them.
17. To have an awareness of their responsibilities under the Data Protection Act 2018 and to treat any data in accordance with the council's ICT and data security policies and in accordance with the requirements of the Members' code of conduct. To complete mandatory data protection and cyber security training.
18. To ensure that relevant health and safety responsibilities are taken into account when undertaking all aspects of the role.



The Leader of the Council

Responsible to: Cheltenham Borough Council and local people.

Role Purpose: To represent the aspirations of the people of Cheltenham and to provide overall strategic leadership to the Council.

Main Duties and Responsibilities – *in addition to those duties of all elected members*

1. To appoint the Cabinet and Deputy Leader.
2. To manage and lead the work of the Cabinet including deciding the scheme of delegation for Cabinet functions.
3. To lead on decision making and to make individual decisions in relation to Cabinet functions.
4. To work closely with other Cabinet members to ensure the development of effective Council policies, and the delivery of high-quality services (reflecting the principles of Best Value) to local people.
5. To represent the Council on Leadership Gloucestershire and on such other outside organisations they are appointed to, including the Local Government Association.
6. To act as shareholder for any companies which are owned by the Council
7. To lead the Cabinet's work in:
 - (a) providing strategic direction to the Council by identifying a vision, corporate objectives and priorities for services;
 - (b) providing a lead on the development of corporate policies and strategies;
 - (c) using the Council's objectives and priorities to drive the development of services and budget process;
 - (d) seeing continuous improvement by establishing the appropriate culture within the Council;
 - (e) monitoring performance;
 - (f) ensuring probity and financial monitoring;
 - (g) keeping under review the organisation and management processes of the Council, including the democratic structures; and
 - (h) developing, in consultation and partnership with others, a strategy for providing the social, economic and environmental well-being of the Borough of Cheltenham.

8. In consultation, with the Chief Executive, draw up a forward plan of Cabinet business and to keep it under review.
9. To liaise with the Chief Executive on a regular basis in relation to the strategic vision and direction of the Council, the management roles of officers and the development of policy issues.
10. To represent the Council at events which relate to the promotion of the business of the Council or Cheltenham.
11. To act as an ambassador for the Council:
 - (a) promoting its work and acting as its principal political spokesperson;
 - (b) participating in consultation;
 - (c) listening to, and taking account of, the views of organisations, the public and businesses; and
 - (d) representing the Council at all appropriate levels.
12. To appear before the Overview and Scrutiny Committee, or any task groups of the committee where required.
13. To liaise with the Group Leaders to ensure the effective and proper management of the Council's business in the best interests of local people.
14. To use their best endeavours to work constructively with the Group Leaders to ensure that the Council sets a lawful budget and adopts (and keeps under review) an appropriate policy framework.
15. To assist in the delivery of training and development as identified within the Members' Development Programme.
16. So far as it is an Executive function, to make (or delegate the making of) appointments to outside organisations.



Deputy Leader

Responsible to: Cheltenham Borough Council and local people.

Role Purpose: To deputise for the Leader of the Council and to be the Council's main representative and spokesperson on their nominated areas of responsibility.

Main Duties and Responsibilities – *in addition to those duties of all elected members*

1. To deputise for the Leader of the Council
2. To represent the Leader of the Council, as required (but excluding any roles in relation to civic and ceremonial functions).
3. To support and assist the Leader of the Council in managing and leading the work of the Cabinet.
4. To participate in the Cabinet in respect of all areas of collective decision-making with particular emphasis on any areas for which they have been given a particular responsibility by the Leader of the Council.
5. To act as the spokesperson and advocate for the Council in respect of any areas of responsibility assigned to them by the Leader of the Council.
6. To lead the development of the Council's policy framework within their area of responsibility and make recommendations to the Council.
7. To provide guidance to the Leader of the Council on the management and implementation of functions in relation to activities within their area of responsibility.
8. To give guidance to the Leader of the Council on budget priorities within their area of responsibility.
9. To monitor through appropriate officers the Council's performance within their area of responsibility.
10. To respond to reports of the Overview and Scrutiny Committee or its scrutiny task groups.
11. To appear before the Overview and Scrutiny Committee or its scrutiny task groups, as required.
12. To lead the process of continuous improvement and responsiveness of Council services within their area of responsibility.
13. To ensure that activities within their area of responsibility take proper account of the Council's vision, core values and guiding principles.
14. To represent the Council politically at national and local level, on outside organisations or in partnership with other agencies.



Cabinet Member

Responsible to: Cheltenham Borough Council and local people.

Role Purpose: To be the Council's main representative and spokesperson on their nominated areas of responsibility as appointed by the Leader of the Council.

Main Duties and Responsibilities – *in addition to those duties of all elected members*

1. To participate in the Cabinet in respect of all areas of collective decision-making with particular emphasis on any areas for which they have been given a particular responsibility by the Leader of the Council.
2. If required, to deputise for the Leader of the Council and/or Deputy Leader.
3. To act as the spokesperson and advocate for the Council in respect of any areas of responsibility assigned to them by the Leader of the Council.
4. To lead the development of the Council's policy framework within their areas of responsibility and make recommendations to the Leader of the Council.
5. To provide guidance to the Leader of the Council on the management and implementation of functions in relation to activities within their areas of responsibility.
6. To give guidance to the Leader of the Council on budget priorities within their areas of responsibility.
7. To sign off funding within their areas of responsibility and within the limits set out in the Constitution.
8. To take decisions in the areas of responsibility and as set out in the Constitution, taking into consideration all relevant facts, information and professional advice provided by officers.
9. If required, to assist the recruitment process for any Director level post.
10. To monitor through appropriate officers the Council's performance within their areas of responsibility.
11. To respond to reports of the Overview and Scrutiny Committee or its scrutiny task groups.
12. To appear before the Overview and Scrutiny Committee or its scrutiny task groups, as required.
13. To lead the process of continuous improvement and responsiveness of Council services within their areas of responsibility.
14. To ensure that activities within their areas of responsibility take proper account of the Council's vision, core values and guiding principles.
15. To represent the Council politically at national and local level, on outside organisations or in partnership with other agencies.



Group Leader

Responsible to: Cheltenham Borough Council and local people.

Role Purpose: To lead their political group and contribute to the effective and proper management of Council business.

Main Duties and Responsibilities – *in addition to those duties of all elected members*

1. To lead their political group in accordance with the law and the internal rules and procedures of that group.
2. To lead or facilitate the development of clear strategic priorities for their group and (if required) communicate these to the Chief Executive.
3. To use best endeavours to liaise with the Leader of the Council, the leaders of other political groups and the Chief Executive to ensure the effective and proper management of Council business.
4. To use best endeavours to work constructively with the Leader of the Council and other Group Leaders to ensure that the Council sets a lawful budget and adopts (and keeps under review) an appropriate policy framework.
5. By example (and by using all lawful powers available as group leader) to promote high ethical standards amongst the members of their political group and adherence to the Council's Protocols.
6. By example (and by using all lawful powers available as group leader) to encourage the members of their political group to participate constructively in such training as the Council or the Standards Committee may recommend from time to time. To include assisting in the delivery of training and development as identified within the Members' Development Programme
7. To use best endeavours to resolve disputes between any member of their group with any other member (of any or no political group) or any officer in accordance with the Council's Codes and Protocols.



Civic Mayor

Responsible to: Cheltenham Borough Council and local people.

Role Purpose: To chair meetings of the Council and carry out traditional and civic and ceremonial duties of the Council.

Main Duties and Responsibilities – *in addition to those duties of all elected members*

Chairing the Council meeting

1. To uphold and promote the purposes of the Constitution and in particular the Local Protocol for Civic and Ceremonial.
2. To 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.
3. To ensure that the Council meeting is a forum for debate of matters of concern to the local community and the place at which members who are not on the Cabinet are able to hold the Cabinet to account.
4. To promote public involvement in the Council's activities.

Civic Role

5. To be the first citizen of the Borough and to take precedence as they deem appropriate and undertake such civic and ceremonial duties as they consider appropriate. (Note: the Deputy Civic Mayor or an appropriate ward or other Member shall act as the Civic Mayor's deputy in relation to civic and ceremonial functions at the Civic Mayor's request. The Leader of the Council (where invited by the event organiser) will also attend those civic and ceremonial events which promote the business of the Council and the town.) To conduct themselves in such a manner as prescribed in the Local Protocol for Civic and Ceremonial when undertaking civic and ceremonial duties.
6. To act as President of several local organisations including
 - Cheltenham Local History Society
 - The Arthritis and Rheumatism Council – Cheltenham branch
 - Royal National Lifeboat Institution
 - RELATE – Marriage Guidance
 - The Multiple Sclerosis Society
 - Cheltenham Sports Council
 - Cheltenham Civic Society – Honorary President
 - Vice President of the RSPCA
7. To nominate a charity or charities to support and identify committee members for the Charity Committee, who will assist in raising money through organising collections and special events

Deputy Civic Mayor

The Deputy Civic Mayor shall undertake the role and functions of the Civic Mayor in their absence or at their request.



Overview and Scrutiny Chair

Responsible to: Cheltenham Borough Council and local people.

Role Purpose: To co-ordinate and take a lead role in the effective overview and scrutiny of policies, budget, strategies, and service delivery within Cheltenham with a view to ensuring public accountability and continuous improvement.

Main Duties and Responsibilities – *in addition to those duties of all elected members*

1. To Chair meetings of the Overview and Scrutiny Committee, having particular regard to the Council's Overview and Scrutiny Standing Orders.
2. To ensure the work of the Overview and Scrutiny Committee (and any scrutiny task group it establishes) is conducted at all times in a positive, balanced, independent and non-partisan manner, and in the best interests of local people.
3. To ensure Overview and Scrutiny is an open, transparent process that informs, consults, and engages with local people, particularly traditionally excluded groups.
4. To establish a critical friend relationship with the Leader of the Council, Cabinet members, senior officers, and key partners.
5. Working closely with the nominated lead Director for Scrutiny, to lead the development and delivery of an annual overview and scrutiny work programme.
6. To ensure the effective operation of an overview and scrutiny function that:
 - (a) examines and reviews decisions made by, and the performance of, the Leader of the Council, members of the Cabinet, other appropriate committees, officers, and the Council's partners;
 - (b) questions the Leader of the Council, members of the Cabinet, other appropriate committees, senior officers, and partner organisations about their decisions and performance;
 - (c) assists in policy development and proposes evidence-based recommendations to relevant decision-makers;
 - (d) via the budget scrutiny working group process, assists, examines, and challenges the formulation of the Council's annual budget, and ensures the budget setting process is efficient and transparent and that outcomes accord with the Council's plans and priorities;
 - (e) reviews the performance of partnerships and other public bodies in the area, including requesting them to address the Overview and Scrutiny Committee and its scrutiny task groups;
 - (f) ensures adequate scrutiny of external reports on the Council's performance and that of its partners.
7. To be fully aware of the Council's Forward Plan and ensure that overview and scrutiny is able to consider all relevant issues within the timescale set.



8. To ensure that the call-in process is managed by the Overview and Scrutiny Committee.
9. To be responsible for the constitutional arrangements relating to the waiving of call-in where decisions are urgent.
10. To consult relevant decision makers in the preparation of overview and scrutiny reports and influence them to implement recommendations.
11. To ensure findings of overview and scrutiny are communicated to the Council, the Leader of the Council, partners, the press, and public as appropriate.
12. To ensure the Overview and Scrutiny Committee reports annually to Council.
13. To represent Cheltenham at regional and national forums concerned with overview and scrutiny.
14. To ensure the implementation of overview and scrutiny recommendations is monitored.
15. To arrange and attend such meetings of the Overview and Scrutiny Committee (and scrutiny task groups it establishes) as may be necessary for the effective and efficient operation of the overview and scrutiny function.
16. To support and motivate members in the overview and scrutiny process.
17. To develop and maintain a working knowledge of the practices, procedures, services, and functions that fall within the Overview and Scrutiny Committee's terms of reference.
18. To have an understanding and be aware of legislation that impacts on the Council.
19. To ensure overview and scrutiny have regard to overview and scrutiny good practice e.g. promoted by the Centre for Public Scrutiny.
20. To ensure member champions are invited to be contributors to any reviews that have a direct bearing on their interest, have an opportunity to contribute or comment on the overview and scrutiny work programme, and are engaged and consulted appropriately in the development of policy.
21. To keep the Overview and Scrutiny Chairs group briefed adequately on all relevant issues.



Vice Chair of the Overview and Scrutiny Committee

Responsible to: Cheltenham Borough Council and local people.

Role Purpose: To assist, support, and deputise for the Chair of Overview and Scrutiny

Main Duties and Responsibilities – *in addition to those duties of all elected members*

1. In the absence of the Overview and Scrutiny Chair, to chair meetings of the Overview and Scrutiny Committee, having particular regard to the Council's Overview and Scrutiny Standing Orders.
2. To assist and support the Overview and Scrutiny Chair in the delivery of their duties – as outlined the Overview and Scrutiny Chair's Role Profile above.
3. To attend, and in the absence of the Chair of Overview and Scrutiny arrange, such meetings of the Overview and Scrutiny Committee (and any scrutiny task groups it establishes) as may be necessary for the effective and efficient operation of the overview and scrutiny function.
4. To take responsibility for and to lead on specific issues which are within the remit of the Overview and Scrutiny Committee but not necessarily in the remit of a Scrutiny Chair, as delegated by the Overview and Scrutiny Chair.
5. To develop and maintain a working knowledge of the practices, procedures, services and functions that fall within the Overview and Scrutiny Committee's term of reference.
6. To have an understanding and be aware of legislation that impacts on the Council



Chair of a Regulatory Committee

Responsible to: Cheltenham Borough Council and local people.

Role Purpose: To ensure that the regulatory responsibilities of the Council are undertaken in accordance with the Council's policies and procedures.

Main Duties and Responsibilities – *in addition to those duties of all elected members*

1. To chair meetings of one of the regulatory committees in accordance with the relevant terms of reference and the Council's Standing Orders and Constitution.
2. To consider the submission of late items and to determine whether or not these are sufficiently urgent to be considered by the Committee.
3. To arrange proper consideration of the issues presented to the Committee and ensure that it has all the necessary information before it to make informed decisions.
4. To work with senior officers of the authority to set agendas for the Committee, acknowledging the legal and constitutional requirements around regulatory decision making.
5. To attend sit visits as required.
6. If appropriate, to represent the Council in all dealings with the public, media and other bodies in respect of regulatory matters.
7. To maintain awareness of national and local issues and regulations relating to the particular Committee.
8. To liaise with officers as to the training and development requirements for committee members.
9. Acknowledging the quasi-judicial operation of the committee, to ensure the committees act in the best interests of the borough in taking decisions in a non-partisan way and to ensure the codes of conduct in Planning and Licensing, as laid out in the constitution, are adhered to.



Chair of Audit, Compliance and Governance Committee

Responsible to: Cheltenham Borough Council and local people.

Role Purpose: To ensure that the regulatory responsibilities of the Council are undertaken in accordance with the Council's policies and procedures.

Main Duties and Responsibilities – *in addition to those duties of all elected members*

1. To chair meetings of the Audit, Compliance and Governance Committee in accordance with the relevant terms of reference and the Council's Standing Orders and Constitution.
2. To consider the submission of late items and to determine whether or not these are sufficiently urgent to be considered by the Committee.
3. To arrange proper consideration of the issues presented to the Committee and ensure that it has all the necessary information before it to make informed decisions.
4. If appropriate, to represent the Council in all dealings with the public, media and other bodies in respect of audit, compliance and governance matters.
5. To maintain awareness of national and local issues and regulations relating to the Audit, Compliance and Governance Committee.
6. To liaise with officers as to the training and development requirements for committee members.
7. To work with senior officers of the authority including the Chief Financial Officer and Head of Internal Audit (or equivalent), to agree the forward work programme and to set agendas for the Committee.
8. To lead the Committee in its role in reviewing and assessing the Governance, Risk Management and Control of the authority
9. To lead the Committee in its role in reviewing and scrutinising the authority's financial affairs
10. To lead the committee in its role in contributing to the effective performance of the authority.
11. To oversee the authority's internal and external audit arrangements and work with internal and external auditors
12. To review the financial statements prepared by the authority and approve them when powers are delegated



Chair of Cabinet Housing Committee

Responsible to: Cheltenham Borough Council and local people.

Role Purpose: To ensure that the housing regulatory responsibilities of the Council are undertaken in accordance with the Council's policies and procedures.

Main Duties and Responsibilities – *in addition to those duties of all elected members*

1. To chair meetings of the Cabinet Housing Committee in accordance with the relevant terms of reference and the Council's Standing Orders and Constitution.
2. To consider the submission of late items and to determine whether or not these are sufficiently urgent to be considered by the Committee.
3. To arrange proper consideration of the issues presented to the Committee and ensure that it has all the necessary information before it to make informed decisions.
4. To refer matters to cabinet for decision or action as required.
5. To represent tenants and leaseholders and ensure that they live in safe, high quality homes.
6. To represent the Council during inspections from the Regulator of Social Housing.
7. To maintain awareness of national and local issues and regulations relating to Housing.
8. To liaise with officers as to the training and development requirements for committee members.
9. To lead the Committee in its role in reviewing, assessing and understanding the council's management of its housing stock, including property compliance and health and safety.
10. To lead the Committee in its role in monitoring performance and delivery of the consumer standard including the new tenancy satisfaction measures.
11. To lead the Committee in its consideration of complaints data.
12. To provide strong and effective connectivity between the Council and the Tenant and Leaseholder Panels.