



MEMBER/OFFICER RELATIONS PROTOCOL

APPENDIX 12 – MEMBER/OFFICER RELATIONS PROTOCOL

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Member/Officer Relations Protocol

Introduction

1. The Nolan Committee's Report on Standards of Conduct in Local Government recommended that every Council should adopt a formal protocol setting out guidance for appropriate relationships between Officers and Members. The purpose of this protocol is to guide Members and Officers of the Council in their relations with one another in such a way as to ensure the smooth running of the Council.
2. Given the variety and complexity of such relations, this protocol does not seek to be prescriptive in its application. General guidance is offered on some of the issues that most commonly arise or cause concern. It is hoped, therefore, that the approach, which this Protocol adopts will serve as a guide to dealing with those issues that most commonly arise from time to time.
3. This protocol seeks to reflect the principles underlying the respective Codes of Conduct which apply to Members and Officers. If a Member is unsure about any matter, he/she should contact the Monitoring Officer for appropriate advice or guidance. If any Officer is unsure about any matter he/she should contact their line manager or Chief Officer.
4. This Protocol should be read in conjunction with the Members' and Officers' Codes of Conduct, the Local Authority Code of Practice relating to Publicity, the Council's Constitution and any guidance and/or advice which may, from time to time, be issued by the Monitoring Officer or the Standards and Ethics Committee. Members should also be aware of the Implications for Members which are set out as part of the Council's Whistleblowing and Harassment Policies.

Key principles

5. Both Councillors and Officers are servants of the public and they are indispensable to one another. Their individual responsibilities are, however, distinct. Councillors are responsible to the electorate and serve only so long as their term of office lasts. Officers are employees of the Council and must act in the best interests of the Council as a whole and must not give partisan political advice (unless they are Political Assistants).
6. At the heart of this protocol is the importance of mutual respect, confidence and trust. These are essential for good local government and serve to enhance local democracy. Member/officer relationships are to be conducted in a positive and constructive way. Therefore, it is important that any dealings between Members and Officers should observe standards of courtesy and that neither party should seek to take unfair advantage of their position or seek to exert undue influence on the other party.
7. Close personal familiarity between individual Members and Officers can damage professional relationships and can prove embarrassing to other Members and Officers. Situations should be avoided, therefore, that could give rise to suspicion and/or appearance of improper conduct or behaviour. This includes excessive socialising between Members and Officers. Members should also be mindful of the potential power

imbalance between Members and officers (particularly junior officers). Members must also ensure propriety in their personal interactions with officers and be aware of how their actions could be perceived by others, however innocent the intention.

8. Provided these guidelines are observed, there is no reason why there should not be an informal atmosphere between Members and Officers outside formal meetings and events.

9. It is clearly important that there should be close working relationships between Members of all positions and political parties. However, such relationships should never be allowed to become so close or appear so close as to bring into question the individual's ability to deal impartially with others.

10. Any dealings between Members and Officers should be conducted with mutual trust, respect and courtesy and neither party should seek to take unfair advantage of his/her position. A Member may be asked for advice and support by an employee who is one of their constituents. Employees are entitled to seek such assistance in the same way as any other Member of the public. However, Members should be careful not to prejudice the County Council's position in relation to disciplinary procedures or employment matters in respect of an employee. A Member approached for help in such circumstances should first seek advice from the Monitoring Officer.

11. In seeking advice and support, Members should have due regard to the seniority of the Officer with whom they are dealing and recognise that, whilst Officers owe an overriding duty to the Council as a whole, such duties are first owed to their respective line managers and Chief Officers and not to any individual Member. For this reason, Members should not give direct instructions to staff. In these circumstances, any requests should be given to the Chief Officer and not to a more junior Officer.

12. A Member should not raise matters relating to the conduct or capability of an Officer in a manner that is incompatible with the objectives of this Protocol. An Officer has no means of responding to such criticism in public. If any Member feels that he/she has not been treated with the proper mutual trust, respect or courtesy or has any concern about the conduct or capability of an Officer, he/she should raise the matter, in private, with the relevant Officer and if necessary Chief Officer of the Directorate concerned. Any concerns with regard to a Chief Officer should be discussed in private with the Chief Executive. Whispering campaigns against Members and Officers do not project a healthy environment for engendering mutual trust, respect or courtesy and should be avoided.

13. Officers will do their best to give timely responses to Members' enquiries. However, officers should not have unreasonable demands placed on them. Their work priorities are set and managed by senior managers. Members should seek to avoid disrupting officers' work by imposing their own personal priorities.

14. Members must also not pressurise any Officer to change his/her professional opinion on any council business matter or do anything that compromises, or which is likely to compromise, the impartiality of Officers or those who work for, or on behalf of the Council.

15. It is also imperative that Members are clear about the roles of Officers. This will help them avoid getting inappropriately involved in, for example, the internal office

management, discipline and/or other employment related issues, as the actions of Member(s) may be held to be the actions of the Council as an “employer”.

Accountability of Members or officers under Scrutiny arrangements

16. The Council has scrutiny arrangements in place to hold the Cabinet to account in respect of the decisions it makes and ensure that those decisions are arrived at in accordance with the Council's Principles of Decision-Making. Overview and Scrutiny is a key part of the checks and balances to hold the Cabinet to account.

17. There is a leading Overview and Scrutiny Performance Board which will identify areas of the Council's work which should be looked at and how the scrutiny will be carried out. There is also a Health Overview and Scrutiny Committee which has the power to scrutinise local NHS services together with four cross-cutting Overview and Scrutiny Panels covering the following areas:-

- Adult Care and Well Being
- Children and Families
- Economy and Environment
- Corporate and Communities.

18. Subject to paragraph 20 below, the Overview and Scrutiny Performance Board, Health Overview and Scrutiny Committee, Overview and Scrutiny Panels or a Scrutiny Task Group may scrutinise and review decisions made by the Cabinet or actions taken by/or on behalf of the Cabinet or Council and may scrutinise and review the performance of the Council and Cabinet in relation to policy objectives, performance targets and/or particular service areas. As well as reviewing documentation, in fulfilling the scrutiny role it may require the Leader, or any other Member of the Cabinet, Chief Officers and/or any senior officer to attend before it to explain in relation to matters within their remit:-

- any particular decision or series of decisions
- the extent to which the actions taken implement Council policy, and/or
- their performance

and it is the duty of those persons to attend if so required. However, in exceptional circumstances, if the Member or officer is unable to attend on the required date, then the Overview and Scrutiny Performance Board, Health Overview and Scrutiny Committee, Overview and Scrutiny Panel or Scrutiny Task Group shall, in consultation with the Member or officer arrange for an alternative date for attendance to take place within a reasonable period.

19. The term ‘senior officer’ means any officer who is employed upon Conditions of Service of the JNC for Chief Officers.

20. Where any Member or officer is required to attend the Scrutiny Member bodies under the provisions of paragraph 18 above, the Chairman of that body or scrutiny lead Member will arrange for the Member or officer to be informed in writing, giving notice of the nature of the item (with reasons) on which he/she is required to attend to give account and giving sufficient notice having regard to whether or not the production of any documentation or report is required.

21. The above Scrutiny Member bodies may not scrutinise an action taken by a Chief Officer under delegated powers which is in furtherance of day to day administration of the service for which the Chief Officer is responsible.

22. When requiring the attendance of an officer from a local NHS body, the Chairman of the Health Overview and Scrutiny Committee will arrange for such a request to be made in writing to the Chief Executive of the body concerned giving notice of the nature of the item (with reasons) on which attendance is required to give account and giving sufficient notice having regard to whether or not the production of any documentation or report is required.

Attendance by others at Scrutiny meetings

23. A Councillor will be notified of any item of business before the above Scrutiny Member bodies which is considered to be of a particular interest to the Councillor representing an electoral division to which that item relates or affects. He/she will be invited to attend the meeting in question, may speak on the item but not vote, and may submit written representations.

24. Scrutiny Member bodies may invite staff and people other than those referred to in paragraph 18 above to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, Members and officers in other parts of the public sector, experts and witnesses and shall invite such people to attend. Whilst attendance is usually likely to be optional, there will occasions when attendance is required. In such instances the chairman of the relevant scrutiny body will arrange for such a request to be made in writing to the Chief Executive of the body concerned giving notice of the item (with reason) on which attendance is required to give account and giving sufficient notice having regard to whether or not the production of any documentation or reports is required.

25. In conducting its proceedings the Scrutiny Member bodies will have regard to the following principles:-

- Whilst Scrutiny Member bodies may conduct their business in a tenacious way, they should do so at all times with respect, equity, fairness, dignity and with regard to the principles of natural justice
- All Members of Scrutiny bodies will be given the opportunity to ask questions of the attendees, and to contribute and speak
- It will strive to conduct its business in a consensual, open, responsible and transparent way across the political divides and will seek to avoid expressing views based purely on political considerations
- Its business shall be conducted so as to maximise its efficiency
- It will not seek to hold officers and non-councillors accountable for decisions taken as part of the Member processes
- It will recognise that should any question of officer discipline arise, this will be dealt with through existing procedures for that purpose.

Local Members

26. Local Members have an important role to play in representing the County Council in the electoral divisions, responding to the concerns of their constituents, in meetings with partners and serving on external bodies and organisations.

27. It is essential for the proper running of the Council that Members should be fully informed about matters on which they may be required to make decisions or which affect their electoral divisions.

28. It is the duty of each Chief Officer to ensure that all relevant staff are aware of the requirement to keep local Members informed and that the timing of such information allows Members to contribute to those discussions. Local Members should also be kept informed about matters affecting their divisions during the formative stages of policy development.

29. Issues may affect a single electoral division but others may have a wider impact in which case numerous Members will need to be kept informed.

30. Wherever a public meeting is organised by the Council to consider a local issue, all Members representing the electoral division(s) affected should as a matter of course be invited to attend.

31. Similarly, whenever the Council undertakes any form of consultation exercise, the local Member(s) should be notified at the outset of the exercise.

Political Groups/Assistants

32. Political group meetings, whilst they form an important part in the preliminaries to Council decision making, are not formal decision-making bodies of the County Council and as such are not empowered, even under the Council's new political management arrangements, to make decisions on behalf of the Council. Conclusions reached at such meetings do not, therefore, rank as Council decisions and it is essential that Members and Officers understand and interpret them accordingly.

33. Officer support to political groups must not extend beyond providing information and advice in relation to Council business (not party political business). It will normally be appropriate for Officers to participate in discussions within political group meetings in relation to the professional advice they give. However, it is good practice for party political discussions and debates to take place and conclusions to be reached in the absence of Officers, in order to avoid suspicion of impropriety or misunderstanding.

34. Officers must respect the confidentiality of any political group discussions. Any breach of this part of the protocol must be brought to the attention of the Monitoring Officer for consideration.

35. Members shall, at all times, respect the political impartiality of Officers and must not expect or encourage Officers to give a political view on any matter (save for Political Assistants to the political Groups if the Council decides to appoint such - it currently has not appointed any Political Assistants).

36. For the avoidance of doubt, it must be recognised by all that, in discharging their duties, Officers serve the Council as a whole and not exclusively any political Group, combination of Groups or any individual Members.

37. When attendance is requested at political group meetings:

- the request to attend a political Group meeting must be made through and approved by the appropriate Chief Officer
- such a request can only be made in relation to Council business; and Officers will:
 - provide relevant factual advice and assistance;
 - leave during the deliberations of the political Group on the issues;
 - respect the confidentiality of any political Group decisions at which they are present; and
 - not champion, defend, action or spend any resources of the Council, or be held responsible for actioning in any way whatsoever the decisions of the political Group(s), unless and until such decisions have become the formal decisions of the Council.

Ceremonial events

38. The Chairman of the County Council, or in his/her absence the Vice-Chairman, will be the appropriate person to lead County Council ceremonial events and to represent the Council by invitation at ceremonial events of other organisations.

39. Local Members should always be informed of, and where possible, invited to ceremonial events taking place within their own electoral divisions.

40. Any Member taking part in a ceremonial event must not seek disproportionate personal publicity or use the occasion for party political advantage, bearing in mind that the Member is representing the Council as a whole.

Access to information and documentation

41. This part of the protocol should be read in conjunction with the Access to Information Rules which are set out in Appendix 5 to the Constitution. Regard should also be had to the Freedom of Information Act and the rights of Members described in this section of the protocol are supplementary to their rights as Members of the public under that Act.

42. Any Member may request a private and confidential briefing from a Chief Officer on matters of policy which have already been or may be discussed by the Council or within its decision making or advisory process. All such requests should be made to the appropriate Chief Officer. Briefings should remain strictly confidential and are not to be shared with other Members of the Council unless so permitted by the relevant Member.

43. Individual Members may request any Chief Officer (or another senior Officer of the Directorate concerned) to provide them with factual information which is necessary in

pursuance of the proper performance of their duties. Such requests must be reasonable and must also recognise the need for Officers to maintain the distinction between the executive and scrutiny processes. Where information is requested on behalf of a third party the Council will, where possible, deal with such a request in accordance with its normal procedures. On occasions, however, it will be necessary to consider the request under the Freedom of Information or Environmental Information provisions. In all instances information will be supplied provided the Council is not prohibited by law from doing so.

44. Every Member of the Cabinet or Overview and Scrutiny Member body has a specific right to inspect documents relating to the business of that body in accordance with the Access to Information provisions in Appendix 5. In more general terms a Member may have access to any document provided:-

- he/she can demonstrate a reasonable need to see the documents in order to carry out his/her role as a Member (the 'need to know' principle), and
- the documents do not contain "confidential" or "exempt" information as defined by law.

45. The exercise of the "need to know" principle depends upon an individual Member being able to demonstrate that he/she has the necessary "need to know". In this respect, a Member has no right to 'a roving commission' to go and examine documents of the Council. In case of doubt, seek advice from the Monitoring Officer or his staff.

46. Any Council information given to a Member must only be used by the Member for the purpose for which it was requested. Members and Officers must not disclose information given to them in confidence without the consent of a person authorised to give it, or unless required to do so by law. When requested to do so, officers will keep confidential from other Members advice requested by a Member.

Correspondence

47. Correspondence between an individual Member and an Officer should not normally be copied (by the Officer) to any other Member. Where exceptionally it is necessary to copy the correspondence to another Member, this should be made clear to the original Member. In other words, a system of 'silent copies' should not be employed.

48. Official correspondence on behalf of the Council would normally be sent in the name of the appropriate Officer, rather than in the name of a Member. However, there would be circumstances in which it would be appropriate for correspondence to appear in the name of a Member. For example, a Local Member may deal with correspondence with a local constituent in relation to a local matter in his/her name. Similarly, the Leader of the Council or a Cabinet Member with Responsibility may deal with correspondence concerning his/her area of responsibility in his/her name. Any Member who receives correspondence should consider whether it is appropriate in the circumstances for it to be passed to an Officer for a reply or for him/her to reply in his/her name. Any such correspondence should always have regard to the Council's policies, practices and procedures and any mechanisms, if appropriate, for changing them. A Member is advised to seek advice, as necessary, from Officers before sending any correspondence in his/her own name. Correspondence which creates legal obligations or gives

instructions on behalf of the Council should never be sent out in the name of a Member. Correspondence includes any communication by letter, fax or email.

Support services to Members and Party Groups

49. The only basis on which the Council can lawfully provide support services (e.g. stationery, typing, printing, photocopying and access to the Civic Car in accordance with any protocol in place) to Members is to assist them in discharging their duties as a County Councillor. Such support services must therefore only be used on Council business. They should never be used in connection with any party political or campaigning activity or for private purposes.

Press and publicity

50. Local authorities are accountable to their electorate. Accountability requires local understanding. This will be promoted by the Council, explaining its policies and priorities to electors. In recent years, all local authorities have increasingly used publicity to keep the public informed and to encourage public participation. Every Council needs to tell the public about the services it provides. Increasingly local authorities see this task as an essential part of providing services. Good, effective publicity aimed to improve public awareness of a council's activities is, in the words of the Government, to be welcomed.

51. Publicity is, however, a sensitive matter in any political environment because of the impact it may have. Expenditure on publicity can be expensive. It is essential therefore to ensure that local authority decisions on publicity are made properly and in accordance with clear principles of good practice.

52. The Government has issued a Code of Recommended Practice on Local Authority Publicity 2011 and all formal relations with the media must therefore be conducted in accordance with the Council's agreed procedures, the law on local authority publicity, and that Code. If in doubt, Officers and/or Members should initially seek advice from the Council's Research and Marketing Unit. Particular care should be taken with publicity material around election time and Members and officers should follow any guidance issued by the Monitoring Officer and specific advice taken as necessary from him (see paragraph 56).

53. Press releases or statements made by officers must promote or give information on Council policies or services. They will be factual and consistent with Council policy. They cannot be used to promote a party group.

54. Officers will keep relevant Members informed of media interest in the Council's activities especially regarding strategic and contentious matters. Likewise, officers will inform the Council's Research and Marketing Manager of issues likely to be of media interest, or if they are planning to approach the media, since that Team is often the media's first point of contact.

55. If a Member is contacted by, or contacts, the media on an issue he/she should:-

- indicate the capacity in which he/she is speaking (e.g. as Cabinet Member with Responsibility, Local Member, on behalf of the Council, or on behalf of a party group)

- if necessary (and always when he/she would like a media release to be issued), seek assistance from the Council's Communications Unit, and/or relevant senior officer, except in relation to a statement which is party political in nature, in which case the statement should not be issued under the Council's name
- consider the likely consequences for the Council of his/her statement (e.g. commitment to a particular course of action, image, allegations of jumping to conclusions or pre-determining an issue)
- never give a commitment in relation to matters which may be subject to claims from third parties and/or are likely to be an insurance matter
- consider whether or not to consult other relevant Members
- take particular care in what he/she says in the run up to local or national elections to avoid giving the impression of electioneering, unless he/she has been contacted as an election candidate or as a party political activist.

56. Members wishing to publicise themselves or their political parties must do so in an independent capacity without using Council resources, including staff and venues. This is true at all times, but Members must be aware that the periods leading up to elections are particularly sensitive and must be especially careful to ensure that the Council's resources are not used for political publicity purposes. Members and officers should have regard to advice given by the Monitoring Officer, but in summary:

- Once a notice of election has been published, the Council is in what is described as the pre-election period (or 'purdah') and must avoid appearing to influence improperly the electoral process. During its 'purdah' period, the Council should not publish publicity relating to individuals involved directly in the Council's elections, or on controversial issues, or report views or proposals so as to identify them with individual Members or Groups, or issue any publicity which seeks to influence voters
- Premises maintained by the Council must not be used to promote individual politicians or their views for party political advantage at any time. During the 3 months pre-election, Council premises should not host visits which involve any publicity for candidates for election, unless expressly authorised at a senior officer level on behalf of the Council
- To avoid the Council appearing to engage in political publicity, Members should not distribute during the pre-election purdah period the individual Councillor 'postcards' provided by the Council
- For the same reason, Members must avoid using or publicising their 'worcestershire.gov.uk' email addresses or official Council photographs in connection with election publicity.

Use of Council resources

57. The Council provides all Members with services such as typing, printing and photocopying, and goods such as stationery to assist them in discharging their roles as Members of the Council. These goods and services are paid for from the public purse.

They should not be used for private purposes or in connection with party political or campaigning activities.

58. Members should ensure that they understand and comply with the Council's own rules about the use of such resources particularly:

- where facilities are provided in Members' homes at the Council's expense
- in relation to locally-agreed arrangements, e.g. payment for private photocopying; and
- regarding ICT security.

59. Members should not put pressure on staff to provide resources or support which officers are not permitted to give. Examples are:-

- business which is solely to do with a political party
- work in connection with a division or constituency party political meeting
- electioneering
- work associated with an event attended by a Member in a capacity other than as a Member of the Council
- work in connection with another body or organisation where a Member's involvement is other than as a Member of the Council
- support to a Member in his or her capacity as a councillor of another authority.

Member Compact /role description

60. To assist Councillors to fulfil their duties and responsibilities effectively, a Councillor Compact setting out a Councillor's commitment alongside an indication of the support a Councillor can expect to receive from the Council has been produced as is included alongside this Protocol. Members will be asked to agree the Compact when accepting their office as Councillor.

61. Appropriate role descriptions have also been produced and follow this protocol below.

Sanctions for breach of Worcestershire's Code of Conduct for Members and this general guidance

62. Complaints about any breach of this protocol by a Member should be referred to the Monitoring Officer or the relevant political Group Leader and may require consideration by the Standards and Ethics Committee. Complaints about any breach of this protocol by an Officer may be referred to the relevant Chief Officer, the Chief Executive or Monitoring Officer.

Interpretation

63. Questions of interpretation of this Protocol will be determined by the Monitoring Officer.

Councillor Compact 2017

To enable you to effectively carry out your role as a County Councillor you will be provided with detailed information and support.

In agreeing to this Compact, your commitment is to:-

- Uphold the good reputation of the Council and its high ethical standards
- Sign a Declaration of Acceptance of Office in which you agree to abide by the Council's Code of Conduct for Councillors and Constitution
- Undertake to abide by the Member/Officer Relations Protocol
- Actively undertake the role expected of you as a Councillor, as set out in the role description for all County Councillors, and any other roles to which you are appointed
- Make proper use of any County Council resources made available to you (including any allowances provided for this purpose) and abide by the Council's ICT protocols
- Spend sufficient time per week on Council business such as attending meetings, keeping up to date by reading the information circulated to you, carrying out research and dealing with issues raised by your local community or individual constituents. (The time spent will vary depending on the size of your Division and any Special Responsibilities you have been allocated)
- Seek to develop your skills by actively participating in those Development Opportunities identified either for you personally or for the wider Council membership
- Provide your contact details, which will be made publicly available on our website.

In return you can expect from the Council:-

- A Welcome Day and Induction programme following the Election
- Regular briefing sessions to keep you informed of key developments involving the Council
- Access to Personal Development opportunities (either tailored to your individual needs or as part of your wider Council membership)
- Support for your attendance at appropriate external development opportunities and seminars and conferences
- To have your access needs recognised and to be treated fairly and with respect, dignity and understanding
- The dedicated assistance of a Member Support Team with additional (more specialised) help, advice and support from a network of County Council officers
- A range of support to help you with your role (including the Councillors' portal, Induction Pack, Business Cards, headed paper, name badge etc).
- A Basic Allowance. A Special Responsibility Allowance is also paid for those Councillors who hold particular positions of responsibility
- The provision of ICT equipment to assist in meeting your ICT needs.
- Travel, Subsistence (out of County only) and Carers' Allowances for claims in line with the Members' Allowances Scheme as approved by Council
- To be kept informed on developments within your electoral division.

MEMBER ROLE DESCRIPTIONS

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COUNTY COUNCILLOR

The Council is made up of 57 Councillors who represent 52 electoral divisions. Five Divisions have 2 Councillors representing them, while the remaining 47 will be represented by one Councillor each. In addition to the local representational role which all councillors undertake, councillors will participate in the political management of the Council and some may hold positions of responsibility in the political structures of the Council. Separate role descriptions exist which set out the key duties and responsibilities expected of these position holders

ROLE DESCRIPTION

Main Purpose of Role

- To represent/champion the interests of the community, business and constituents residing or working in a particular County Council electoral division
- To contribute to the political management of the Council and undertake any other role allocated in respect of either Executive/Non Executive, Overview and Scrutiny or quasi-judicial/appellate functions
- To undertake the role of Corporate Parent in respect of those Children in the county for whom the Council has a duty to act.

Duties and Responsibilities

- To champion/represent the interests of those communities and businesses and of all constituents (irrespective of whether or not they voted for the Councillor or did not vote at all)
- To represent the interests of an individual constituent as a champion or advocate
- To develop an understanding of and impact on the local community of those key County Council strategic and service plans developed by the Council together with those developed by other external partners
- To develop an understanding of the County Council's Complaints Procedures, together with those of the local District Council, the Police Authority, other public agencies and the Local Government Ombudsman
- To develop effective relationships with key individuals and partners in the division (e.g. MP, MEP, District and Town and Parish Councillors, key County and District Council officers and Leaders of the community, business and other relevant local organisations)
- To seek to secure the commitment of those individuals and partners in shaping and delivering a shared vision for the community
- To bring forward proposals supported by the community for securing improvements to the social, environmental or economic well-being and the overall quality of life within the councillor's own electoral division

- To feedback, where appropriate, decisions and issues concerning the division to community and business interests and individual constituents and to bring forward any views into the County Council's processes
- To promote the effective use of any resources allocated to the area by the Council and/or partner organisations
- To attend, where they exist, Town/Parish Council meetings, community liaison and other public meetings arranged within the division
- To attend and participate in meetings within the Council's political structures
 - To participate, as appropriate, in the formulation of County Council policies and scrutiny of practices and service delivery
 - To participate, as appropriate, in performing those regulatory and appellate functions for which the Council is responsible
- To carry out any watchdog/advocacy/champion role (if established and assigned)
- To participate in the Council's strategy to achieve best value and continuous improvement in the delivery of all its services
- To contribute to and influence the work of any other external organisation on which the Councillor is appointed to represent the Council and to make arrangements to feed back on that organisation's deliberations
- To participate in any training and development initiatives which are either a constitutional requirement or which have been identified as a development opportunity in an individual Councillor's Personal Development Plan
- In undertaking their duties, to observe the principles set out in the Code of Conduct for Councillors, the Member/Officer Relations Protocol and any other codes and protocols adopted by the Council
- To carry out the role in accordance with the commitments set out in the Councillor Compact.

Conventions and protocols

- To enable Councillors to effectively fulfil their duties and responsibilities a Councillor Compact setting out a Councillor's Commitment alongside an indication of the support a Councillor can expect to receive from the Council has been produced and accepted by all Councillors. Additionally all Councillors:
 - can expect to be briefed, informed and involved in respect of any issue or initiative affecting their division
 - have certain rights of access to information held by the County Council. Councillors should, however, recognise the need to respect any confidentiality of information made available to them to fulfil their responsibilities and respect the

privacy of individuals

- will not involve themselves as a local member in any matter which relates to another Councillor's electoral area without his/her prior knowledge and consent
- may not serve (or act as a substitute) on the Planning and Regulatory Committee unless they have undertaken suitable training
- who serve on the Planning and Regulatory Committee must abide by the Code of Good Practice in relation to Planning Matters.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

CHAIRMAN OF THE COUNTY COUNCIL

The Chairman of the County Council will be elected by the Council annually.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors, to provide visionary and charismatic ceremonial and civic leadership which inspires trust in others, working across political and Council boundaries to foster communication and encourage co-operation.

Duties and Responsibilities

- To be the Civic Leader of Worcestershire
- To promote as widely as possible the interests and reputation of the County Council and Worcestershire as a whole and to act as an ambassador for both
- To undertake civic, community and ceremonial functions
- To shape a culture of excellence and act as a role model for appropriate behaviour, ethical practice and democratic process
- To uphold and promote the purposes of the constitution
- To preside over meetings of the Council so that its business can be carried out fairly and efficiently and with regard to the rights of councillors and the interests of the community
- To ensure that the Council meeting is a forum for debate for matters of concern to the local community and where councillors who do not serve on the Cabinet may hold the Cabinet to account
- To determine any matter referred to him/her in relation to matters requiring an urgent decision pursuant to paragraph 17.16 of Appendix 4 (Call-in), paragraph 16 of Appendix 5 (urgent key decisions not in Forward Plan) or paragraph 4.1 of Appendix 6 (decisions outside budget and policy framework) of the Council's constitution
- In the capacity of Chairman of the Council, to serve on any other bodies either within or outside the council as appropriate or attend related events and conferences.

Conventions/protocols

- The Chairman may not be appointed to serve on the Cabinet
- The Chairman may not concurrently be the Chairman of any other committee, panel or member body (as defined in the Council's Procedural Standing Orders and for the avoidance of doubt this does not prevent Chairmanship of SACRE)
- The Chairman will, in carrying out his/her duties, conduct himself/herself without regard to party political considerations and will only express views which are in accordance with the Council's policies, unless he/she makes it clear that such views are entirely personal.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

VICE-CHAIRMAN OF THE COUNTY COUNCIL

The Vice-Chairman of the County Council will be appointed by the Council annually.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors, in his/her absence, to undertake those duties expected of the Chairman of the County Council and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise, as necessary, for the Chairman of the Council
- To undertake specific tasks and responsibilities as requested by the Chairman
- To share and support in general, the full workload of the Chairman
- To work actively with the Chairman to manage the work of the Council meeting.

Conventions/protocols

- The Vice-Chairman may not be appointed to serve on the Cabinet
- The Vice-Chairman may not concurrently be the Chairman of any other committee, panel or member body (as defined in the Council's Procedural Standing Orders and for the avoidance of doubt this does not prevent Chairmanship of SACRE)
- The Vice-Chairman will, in carrying out his/her duties, conduct himself/herself without regard to party political considerations and will only express views which are in accordance with the Council's policies, unless he/she makes it clear that such views are entirely personal.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to the Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality and opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

LEADER OF THE COUNTY COUNCIL

The Leader of the Council is elected to that position by the County Council for the life of the Council. The Leader of the Council will chair the Cabinet.

The Leader holds responsibility for the exercise of executive functions and appointments to the Cabinet. The Cabinet collectively holds responsibility for and takes any necessary decisions on executive functions for which it has responsibility unless the Leader has delegated authority to individual Cabinet Members or officers.

The Leader of the Council will normally be the leader of the political group forming or being part of the ruling administration of the Council. The Leader can be removed by Council.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Councillors, to:

- To bring strong, fair and visible political leadership and drive to the community and the Council in designing and developing solutions that meet the needs and aspirations of the whole community and
- Ensure the effective operation of the Council's constitutional and political structures, including the Cabinet, the proper and effective provision of scrutiny and an effective representational role for all Councillors.

Duties and Responsibilities

- To lead, taking into account input and advice from any overview and scrutiny process, local partnerships, stakeholders and any other persons as appropriate:
- The community planning process and search for best value
- The development of effective corporate policies to enable the Council to develop high quality services to the people of Worcestershire and to promote the social, economic and environmental wellbeing of the county.
- The preparation and review of revenue and capital budgets
- To lead in ensuring that the Council's strategies, plans, objectives and targets are monitored, implemented and achieved
- To lead in seeking to achieve the Council's commitment to continuous improvement
- To ensure that the Council is open and responsive to the community, so that accountability is seen to operate, not least through the scrutiny process
- To attend, if required, the Overview and Scrutiny Performance Board, Health Overview and Scrutiny Committee, Overview and Scrutiny Panel or a Scrutiny Task Group, to be held to account and to be questioned
- To uphold the reputation of the Council effectively, taking a lead on media relations
- To Chair the Cabinet and manage its business/work programme
- To ensure that decisions are taken properly, openly and, where appropriate, publicly and that key decisions are properly programmed and subject to effective public consultation
- To ensure that proposals are made and decisions taken within appropriate timescales and in accordance with the Council's budget and policy framework and any other appropriate legislation
- To arrange for the publication of the Council's Forward Plan
- To lead on the implementation of the Member Development Strategy which aims to ensure that Members are properly equipped to carry out their roles
- To ensure that the Council promotes equality of opportunity, dignity and due respect to all Members, employees, service users, partners and constituents and is consistent with the Council's Equality and Diversity Policy
- To ensure the effective management of the delivery of services and review the effectiveness of the Council's organisation and management processes
- To develop and maintain a good relationship with the Chief Executive of the Council and other officers, providing the conduit between the political and officer groups and setting an example to the whole organisation

- To represent the views of his/her Group in relation to any matter on which officers seek consultation and guidance
- To carry out any prescribed role in accordance with any Councillors' Review Scheme in his/her capacity as a leader of a political group
- To provide effective leadership and management of and communications within his/her own group and to ensure that members of his/her group comply with local and national codes of conduct and protocols governing member conduct and behaviour and where necessary to deal with any breaches of these codes or protocols
- To nominate Council Members from his/her political group to serve on all appropriate member bodies, including, as appropriate, other outside bodies
- To provide effective liaison between all political groups
- To take on an ambassadorial role and represent by virtue of his/her position, the Council and community on countywide, regional and national bodies and national and international events relating to, or organised by those bodies
- If deemed appropriate to object to any decision of the Council taken in accordance with the Budget and Policy Framework procedure rules
- On a programmed basis to report annually to the Council, and give through the report from Cabinet details of any Special Urgency decisions taken in the preceding three months.

Conventions and protocols

The Leader of the Council may not be a member of the Overview and Scrutiny Performance Board, Health Overview and Scrutiny Committee, Overview and Scrutiny Panel or Scrutiny Task Group established to undertake a specific scrutiny exercise. Those scrutiny bodies have the right to hold the Leader to account and require him/her to attend and be questioned.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

DEPUTY LEADER OF THE COUNTY COUNCIL

The Leader will appoint a Deputy Leader who will serve on the Cabinet.

The Cabinet collectively holds responsibility for and takes any necessary decisions on executive functions for which it has responsibility. The Deputy Leader does not take decisions individually on behalf of the Cabinet.

ROLE DESCRIPTION

Main purpose of role

In addition to the duties and responsibilities expected to be undertaken by all Councillors, to, in the absence of the Leader of the Council, undertake those duties expected of the Leader and encompassed in the role description for that position.

Key Duties and Responsibilities

- To deputise, as necessary, for the Leader of the Council
- To be responsible for specific tasks and issues as determined by the Leader
- To share and support in general, the full workload of the Leader
- To carry out any prescribed role in accordance with the Councillor Review Scheme
- To work actively with the Leader to manage the work of the Cabinet
- To undertake the responsibilities, if required, of a Cabinet Member with Responsibility.

Conventions/protocols

The Deputy Leader of the Council may not be a member of the Overview and Scrutiny Performance Board, Health Overview and Scrutiny Committee, Overview and Scrutiny Panel or Scrutiny Task Group established to undertake a specific scrutiny exercise. Those scrutiny bodies have the right to hold the Deputy Leader to account and require him/her to attend and be questioned.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

CABINET MEMBER WITH RESPONSIBILITY

The Leader will appoint Members of the Cabinet and will decide on the number of areas of responsibility and the allocation of those areas to Members of the Cabinet (each known as a Cabinet Member with Responsibility).

The Cabinet collectively holds responsibility for and takes any necessary decisions on executive functions for which it has responsibility. The Cabinet Member with Responsibility cannot take decisions individually on executive functions for which he/she has responsibility unless specifically so authorised.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors:

- To hold political responsibility within the scope of the area assigned
- To provide political leadership in the formulation of strategies and plans within his/her area of responsibility, the achievement of best value and in the setting of objectives and targets prior to the approval by Cabinet and/or Council.

Duties and Responsibilities

- To provide political leadership in ensuring that service strategies, plans, objectives and targets within his/her area of responsibility are monitored, implemented and achieved
- To remain accountable and answerable to the Council in relation to his/her area of responsibility
- To carry out any prescribed role in accordance with any Councillor Review Scheme
- To take responsibility for any cross-cutting issues allocated by the Leader of the Council
- On a programmed basis, to report every 2 years regularly to the Council setting out progress achieved in the implementation of the service plan within his/her area of responsibility and outline any proposed developments or current issues and activity within his/her area
- At meetings of the Cabinet normally to present/speak to and to move any necessary motions in relation to his/her areas of responsibility
- To attend, if required, the Overview and Scrutiny Performance Board, Health Overview and Scrutiny Committee, Overview and Scrutiny Panel or Scrutiny Task Group established to undertake a specific scrutiny exercise to be held to account for matters within his/her area of responsibility and to be questioned
- To advise the Cabinet on how to respond to a scrutiny report relating to his/her area of responsibility
- To be the principal political spokesperson for his/her area of responsibility
- To engender a culture of 'no surprises' for Local Members by:-
 - considering whether any particular area of policy or issue specifically affects a particular Member's electoral division
 - briefing relevant Local Members at the earliest opportunity and in any event making every endeavour to do so before any matter is considered by the Cabinet or action to be taken becomes public
 - keeping a Local Member informed about and where practicable inviting the Local Member to intended visits or events within the member's electoral division
 - being aware that if a media enquiry relates to a specific electoral division and requires a political response that journalists are advised to also contact the relevant Local Member
- To represent, by virtue of his/her position, the Council on local, regional or national bodies or at related events and conferences
- To attend or be represented at such civic and ceremonial functions as deemed appropriate.

Conventions/Protocols

- A Cabinet Member with Responsibility may not be a member of the Overview and Scrutiny Performance Board, Health Overview and Scrutiny Committee, Overview and Scrutiny Panel or a Scrutiny Task Group established to conduct a specific scrutiny exercise
- The Overview and Scrutiny Performance Board, Health Overview and Scrutiny Committee, Overview and Scrutiny Panel or Scrutiny Task Group established to undertake a specific scrutiny exercise has the right to hold a Cabinet Member with Responsibility to account and require him/her to attend and be questioned by it
- The Cabinet Member with Responsibility remains accountable to the Leader and Council in relation to the scope of the area assigned to him/her
- Questions at Council will be answered by the Cabinet Member with Responsibility
- The Cabinet Member with Responsibility may, on ‘as needs’ basis, establish ad hoc member groups to assist him/her, on an advisory basis, with policy development or on difficult issues facing him/her:
 - The Cabinet Member with Responsibility will decide in conjunction with the relevant Chief Officer(s) in relation to a particular policy area or difficult issue, whether the Cabinet Member with Responsibility would benefit from the input of a wider group of interested members
 - The size of a group would depend on the number of Members who could make a real contribution
 - It is intended that any such groups would be cross-party although the principle of proportionality will be applied flexibly
 - The key principle for membership of a group will be interest, experience and commitment to a policy area or issue concerned
 - The Cabinet Member with Responsibility may suggest particular members to be part of a group, although the participation of particular members will be with the knowledge/approval and nomination of the relevant Group Leader
 - The Cabinet Member with Responsibility may wish to consider including in a group any member having an advocacy/watchdog role in a particular area or issue (if established)
 - The Assistant Director for Legal and Governance will record the establishment and composition of such a group
 - A group will carry out its work and meet on an informal basis
 - Chief Officers, or their nominated representatives, will be involved with and will support the Cabinet Member with Responsibility and the group’s work
 - Members of a group will not serve on scrutiny body which is dealing with the subject matter considered by the group.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

OPPOSITION GROUP LEADER

Each Political Group (i.e. with at least 2 members) other than that forming the administration on the Council will appoint one of its members to the position of opposition Group Leader/Co-ordinator.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Councillors, to provide leadership of the County Council's opposition group (or other group not forming part of the administration).

Duties and Responsibilities

- To provide overall leadership of the County Council's opposition Group (or other group not forming part of the administration)
- To be the principal spokesperson for his/her Group
- To ensure that members of his/her Group comply with local and national codes of conduct and protocols governing member conduct and behaviour and where necessary to deal with any breaches of these codes or protocols

- To provide, as appropriate, alternatives or amendments to the County Council's policies, strategies and budgets
- To lead his/her Group in the effective scrutiny of the County Council's policies, strategies and budgets, the performance against targets and objectives set, and the achievement of best value
- To ensure good communications within his/her group
- To inform effective opposition, as appropriate
- To represent the views of his/her Group in relation to any matter on which officers seek consultation and guidance
- To carry out any prescribed role in accordance with any Councillors' Review Scheme
- To maintain effective relationships with the Leader of the Council, other members of the Council, the Chief Executive, Directors and other relevant senior officers, and to meet them as required to ensure they are sufficiently and effectively briefed on service and relevant corporate areas and any other relevant issues pertaining to the County Council
- To ensure effective contact with community leaders and other external stakeholders, as appropriate, and represent their views in ensuring effective opposition to the ruling administration, as appropriate
- To nominate members of his/her Group to serve on all appropriate member bodies, including as necessary other outside bodies
- To represent, by virtue of his/her position, the council on countywide, regional and national bodies and national and international events relating to, or organised by, those bodies
- If deemed appropriate to take personal responsibility for 'shadowing' one or more service or corporate area of the County Council's activity
- If deemed appropriate to appoint members of his/her group to 'shadow' particular service or corporate areas of the County Council's activity.

Conventions/Protocols

- The Chairman of the Overview and Scrutiny Performance Board will not be a member of a political Group forming part of the administration and will not be the leader of any Group.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to the

Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

CHAIRMAN OF THE OVERVIEW AND SCRUTINY PERFORMANCE BOARD

The Council has established an Overview and Scrutiny Performance Board to manage and co-ordinate the Council's Scrutiny activities. The Committee will comprise a Chairman and other County Councillors who will be designated as Scrutiny Lead Members all appointed by the Council. One of them will be the Chairman of the Health Overview and Scrutiny Committee and four of them will be the Chairmen of Overview and Scrutiny Panels.

The Chairman of the Board will be appointed by the County Council.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Councillors, to lead the management and co-ordination of the Council's Scrutiny activities.

Duties and Responsibilities

- To Chair the Overview and Scrutiny Performance Board and manage its business in an efficient manner, ensuring effective engagement by all members, partners and participants
- To provide leadership and direction both for the Board and scrutiny arrangements within the Council
- To promote the role of Overview and Scrutiny both within and outside the Council

- To engender a culture for scrutiny in which party political considerations are put aside, focussing instead on achieving the best outcomes for the community
- To lead the Board in conducting its business with respect, equality, fairness, dignity and with regard to the principles of natural justice
- To lead the Board in conducting its business in a consensual open, responsible and transparent way
- To lead and encourage members of the Board in the formulation of a scrutiny programme which is manageable, balanced and meets the criteria for chosen topics
- To lead and encourage the Board in challenging the corporate performance of the Council and in using performance monitoring information to inform scrutiny priorities
- To ensure that individual scrutiny exercises are conducted in an appropriate and timely manner
- To take a lead role in evaluating the effectiveness of the outcomes of individual Scrutiny exercises
- To ensure the production of high quality reports which are well drafted, focused, relevant and timely and are well presented to the Cabinet and Council, the public, other stakeholders and the media
- To present any reports produced by the Board to the Cabinet and / or Council
- To report annually to Council as part of the overview and scrutiny arrangements
- To take an active role in monitoring the work of the Cabinet, and reviewing the Forward Plan
- To develop and maintain an effective working relationship and links with the Cabinet and its members
- To develop and maintain an effective working relationship and links with the Vice Chairman and other members of the Overview and Scrutiny Performance Board, non-Councillors involved in the scrutiny arrangements, including external stakeholders and partners; the overview and scrutiny officer team and scrutiny liaison and other relevant officers
- To bring forward suggestions to ensure the future development of the Council's scrutiny practices
- To act as the public face/spokesperson for the Board and the Council's scrutiny arrangements
- To determine any matter referred to him/her in relation to matters requiring an urgent decision pursuant to paragraph 17.16 of Appendix 4, (call-in), paragraph 16 of Appendix 5 (urgent key decisions not in Forward Plan) or paragraph 4.1 of Appendix 6 (decisions outside budget and policy framework) of the Council's constitution

- To consider the training and development requirements of those Members engaged in scrutiny and bring forward suggestions for meeting these needs.

Conventions/Protocols

- The Chairman of the Overview and Scrutiny Performance Board will not be a member of a political group forming part of the ruling administration and will not be the Leader of any Group
- The 4 Overview and Scrutiny Panels will be chaired by specific members of the Overview and Scrutiny Performance Board. Any Scrutiny Task Group will be led by an identified member of the Overview and Scrutiny Performance Board and he/she will chair any meetings of the Group. The Chairman of the Overview and Scrutiny Performance Board is not expected to lead a Scrutiny Task Group carrying out in-depth scrutinies (but may lead a Scrutiny Task Group carrying any other specific role or function within the remit of the Overview and Scrutiny Performance Board)
- No Member may be involved in scrutinising a decision with which he/she has been directly involved.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

VICE-CHAIRMAN OF THE OVERVIEW AND SCRUTINY PERFORMANCE BOARD

The Council has established an Overview and Scrutiny Performance Board to manage and co-ordinate the Council's Scrutiny activities. The Board will comprise a Chairman and other County Councillors who will be designated as Scrutiny Lead Members

appointed by the Council. One of them will be the Chairman of the Health Overview and Scrutiny Committee, and four of them will be the chairmen of the Overview and Scrutiny Panels.

The Vice-Chairman of the Board will be appointed by the County Council

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected of the Board to be undertaken by all Councillors, to undertake in the absence of the Chairman of the Board those duties expected of the Chairman and encompassed in the role description for that position

Duties and Responsibilities

- To deputise for the Chairman of the Board
- To undertake specific tasks and responsibilities as requested by the Chairman of the Board
- To share and support in general, the full workload of the Chairman of the Board
- To work actively with the Chairman to manage the work of the Board.

Conventions/protocols

- No member may be involved in scrutinising a decision with which he/she has been directly involved.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

CHAIRMAN OF AN OVERVIEW AND SCRUTINY PANEL

- The Council has established an Overview and Scrutiny Performance Board to manage and co-ordinate the Council's Scrutiny activities. The Committee will comprise a Chairman and other County Councillors who will be designated as Scrutiny Lead Members appointed by the Council. One of them will be the Chairman of the Health Overview and Scrutiny Committee
- The Council has established 4 Overview and Scrutiny Panels
- Each Overview and Scrutiny Panel will comprise of members as determined by Council and will be chaired by a member of the Overview and Scrutiny Performance Board
- The chairman of the respective Overview and Scrutiny Panels will be appointed by the Council.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Councillors, to lead one of the Overview and Scrutiny Panels.

Duties and Responsibilities

- To chair meetings of the Overview and Scrutiny Panels and manage its business in an efficient manner ensuring effective engagement by all members, partners and participants
- To provide leadership and direction for the Panel
- To promote the role of Overview and Scrutiny both within and outside the Council
- To engender a culture for scrutiny in which party political considerations are put aside, focussing instead on achieving the best outcomes for the community
- To ensure that the Panel conducts its business with respect, equality, fairness, dignity and with regard to the principles of natural justice
- To ensure that the Panel conducts its business in a consensual open, responsible and transparent way

- To lead in the planning of those scrutiny exercises commissioned by the Overview and Scrutiny Performance Board.
- To ensure that the Panel has a proper understanding of the topic under review, stays focussed on the topic under discussion and makes the best use of resources, especially time, in carrying out a scrutiny exercise
- To ensure that scrutiny exercises are concluded in an appropriate and timely manner
- To ensure the production of high quality reports which are well drafted, focused, relevant and timely
- To lead arrangements for monitoring the performance and budgets relevant to the Panels specific area of responsibility
- To develop and maintain effective working relationships and links with other members of the Panel and other members serving on Overview and Scrutiny Panels, the Chairman and other members of the Overview and Scrutiny Performance Board, relevant members of the Cabinet, any non-councillors serving on Overview and Scrutiny Panels Scrutiny Task Groups, external stakeholders and partners, the overview and scrutiny officer team and scrutiny liaison and other relevant officers
- To act as the public face/spokesperson for this area of scrutiny
- To contribute to suggestions for the future development of the council's scrutiny practices.

Conventions/Protocols

- The Chairman of an Overview and Scrutiny Panel will serve on the Overview and Scrutiny Performance Board
- No member may be involved in scrutinising a decision with which he/she has been directly involved.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

CHAIRMAN OF THE HEALTH OVERVIEW AND SCRUTINY COMMITTEE

- The Council has established an Overview and Scrutiny Performance Board to manage and co-ordinate the Council's Scrutiny activities. The Board will comprise a Chairman and other County Councillors who will be designated as Scrutiny Lead Members appointed by the Council. One of them will be the Chairman of the Health Overview and Scrutiny Committee and four others will chair the Overview and Scrutiny Panels.
- The Health Overview and Scrutiny Committee will comprise County Councillors together with one representative from each of the District Councils in Worcestershire.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Councillors, to lead the Health Overview and Scrutiny Committee.

Duties and Responsibilities

- To chair meetings of the Health Overview and Scrutiny Committee and manage its business in an efficient manner ensuring effective engagement by all members, partners and participants
- To provide leadership and direction for the Committee
- To promote the role of Overview and Scrutiny both within and outside the Council
- To engender a culture for scrutiny in which party political considerations are put aside, focussing instead on achieving the best outcomes for the community
- To ensure that the Committee conducts its business with respect, equality, fairness, dignity and with regard to the principles of natural justice
- To ensure that the Committee conducts its business in a consensual open, responsible and transparent way
- To lead the production of an annual overview and scrutiny plan (work programme) that has been discussed and shared with local health bodies

- To lead in the planning of those scrutiny exercises included in the annual work programme
- To lead in the formulation of any response to consultations undertaken by NHS bodies
- To ensure that the Committee has a proper understanding of the topic under review, stays focussed on the topic under discussion and makes the best use of resources, especially time, in carrying out a scrutiny exercise
- To ensure that scrutiny exercises are concluded in an appropriate and timely manner
- To ensure the production of high quality reports which are well drafted, focused, relevant and timely and are submitted to the respective NHS body and, if appropriate, to the Cabinet and/or Council
- To develop and maintain effective working relationships and links with other members of the Committee and other members serving on Overview and Scrutiny Panels, the Chairman and other members of the Overview and Scrutiny Performance Board, relevant members of the Cabinet, any non-Councillors serving on Overview and Scrutiny Panels and Scrutiny Task Groups, external stakeholders and partners, the overview and scrutiny officer team and scrutiny liaison and other relevant officers
- To act as the public face/spokesperson for this area of scrutiny
- To contribute to suggestions for the future development of the council's scrutiny practices.

Conventions/Protocols

- The Chairman of the Health Overview and Scrutiny Committee (HOSC) will serve on the Overview and Scrutiny Performance Board
- The position of Vice-Chairman will be held by one of those District Council representatives serving on HOSC as appointed by Council
- No member may be involved in scrutinising a decision with which he/she has been directly involved.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

SCRUTINY LEAD MEMBER

The Council has established an Overview and Scrutiny Performance Board to manage and co-ordinate the Council's Scrutiny activities. The Board will comprise a Chairman and other County Councillors who will be designated as Scrutiny Lead Members appointed by the Council. One of them will be the Chairman of the Health Overview and Scrutiny Committee and four others will chair the Overview and Scrutiny Panels.

Scrutiny Lead Members will lead Scrutiny Task Groups established by the Overview and Scrutiny Performance Board to conduct scrutinies identified by it or to carry out any other specific role or function within the remit of the Overview and Scrutiny Performance Board.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Councillors, to lead specific scrutiny exercises identified by the Overview and Scrutiny Performance Board or to carry out any other specific role or function within the remit of the Overview and Scrutiny Performance Board.

Duties and Responsibilities

- To lead and manage specific scrutiny exercises (as commissioned by the Overview and Scrutiny Performance Board) in an efficient manner ensuring effective engagement by all members and participants
- To provide leadership and direction to a specific Scrutiny exercise or subject area so allocated
- To promote the role of Overview and Scrutiny both within and outside the Council

- To engender a culture for scrutiny in which party political considerations are put aside, focussing instead on achieving the best outcomes for the community
- To ensure that Scrutiny Task Groups conduct business with respect, equality, fairness, dignity and with regard to the principles of natural justice
- To ensure business is conducted in a consensual open, responsible and transparent way
- To lead and encourage members to bring forward suggestions for scrutiny which can be submitted for consideration by the Overview and Scrutiny Performance Board
- To lead the planning of those scrutiny exercises allocated by the Overview and Scrutiny Performance Board
- To ensure that members of respective Scrutiny Task Groups have a proper understanding of the topic under review, stay focussed on the topic under discussion and make the best use of resources, especially time, in carrying out a scrutiny exercise
- To ensure that scrutiny exercises are concluded in an appropriate and timely manner
- To ensure the production of high quality reports which are well drafted, focused, relevant and timely and are well presented to the Overview and Scrutiny Performance Board, the Council, Cabinet, the public, other stakeholders and the media
- To present any reports produced to the Overview and Scrutiny Performance Board, the Cabinet and/or Council
- To develop and maintain effective working relationships and links with other members of the Task Group, the Chairman and other members of the Overview and Scrutiny Performance Board, relevant members of the Cabinet, any non councillors serving on Scrutiny Task Groups, external stakeholders and partners, the overview and scrutiny officer team and scrutiny liaison and other relevant officers
- If deemed appropriate, to shadow particular service or corporate areas of the County Council's activity and to act as the public face/spokesperson for a particular area of scrutiny
- To contribute to suggestions for the future development of the council's scrutiny practices.

Conventions/Protocols

No member may be involved in scrutinising a decision with which he/she has been directly involved.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is

ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

SCRUTINY MEMBER

- All Councillors, except members of the Cabinet, may be members of the Overview and Scrutiny Performance Board, Health Overview and Scrutiny Committee, Overview and Scrutiny Panels or Scrutiny Task Groups.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all Councillors, to actively participate in the Council's Overview and Scrutiny arrangements

Duties and Responsibilities

- To put forward suggestions for areas for scrutiny and participate fully in the conduct of any scrutiny exercise
- To assist the Council and Cabinet in the development of its budget and policy framework by in-depth analysis of policy options
- To participate in the review and scrutiny of the performance of the Council in relation to its policy objectives, performance targets and or particular service areas
- To engage local people in identifying the sorts and standards of services they require and measuring customer satisfaction
- To conduct research, community and other consultation

- To liaise with other external organisations operating in the area, whether national regional or local, to ensure that the interests of local people are enhanced by collaborative working
- To consider, and bring forward for implementation, mechanisms to encourage and enhance the community participation in the development of policy options
- To question Cabinet Members, Chief Officers and Heads of Service about their views on issues and proposals affecting the Council's area about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects
- To participate in the review and scrutiny of decisions made and the performance of the Cabinet and Council Officers
- Question and gather evidence from any person (with their consent)
- To promote the role of Overview and Scrutiny both within and outside the Council
- To contribute to suggestions for the future development of the council's scrutiny practices.

Conventions/Protocols

- Each Overview and Scrutiny Panel will comprise the number of members of the Council as determined by Council
- The size of each Scrutiny Task Group will vary according to the purpose for which it is established and its membership shall be agreed by the Overview and Scrutiny Performance Board in consultation with the Leaders of the Political Groups
- Membership of a Scrutiny Task Group will be chosen on the basis of a Member's particular knowledge or interest or commitment to take part
- No member may be involved in scrutinising a decision with which he/she has been directly involved.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

CHAIRMAN OF THE PLANNING AND REGULATORY COMMITTEE

The Council has established a Planning and Regulatory Committee.

The Council will appoint the Chairman and Vice-Chairman of the Committee.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors, to ensure the effective discharge of those functions assigned to the Planning and Regulatory Committee, ensuring that the provisions of the Council's Code of Practice on Planning Matters are complied with.

Duties and Responsibilities

- To chair and manage the business of the Committee in an efficient manner ensuring effective engagement by all members
- To provide leadership and direction for the Committee
- To determine priorities in the light of the volume of work presented to the Committee
- To facilitate the participation in the Committee by the public and any others in accordance with any scheme agreed from time to time
- To ensure that the Committee takes balanced decisions based on all relevant evidence, always with impartiality and fairness
- To ensure that Committee decisions are recorded with full justifications
- To promote actively the Code of Good Practice in relation to planning matters
- To maintain effective working relationships and links with the Vice-Chairman, other members of the Committee and relevant officers
- To develop a thorough understanding of:

- the planning process, relevant planning policies and other planning considerations as they relate to the Council
- the legal and probity framework relating to planning and development control
- local and national initiatives or developments which are likely to impact on the Council as Planning Authority

- To command the respect and confidence of the Council in relation to the Council's planning functions
- To ensure that relevant local members have the opportunity to put forward views in relation to development proposals in their electoral division
- To monitor performance of the Council's planning and development control operations against Audit Commission and other local and national standards
- To consider training and development needs of councillors to ensure the effective discharge of their responsibilities
- To maintain an overview of planning best practice both locally and nationally.

Conventions/Protocols

- Every member who serves on the Committee will undertake to abide by the Code of Good Practice in relation to Planning Matters
- No member may serve on the Committee unless and until they have undertaken suitable training.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees,

service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

VICE-CHAIRMAN OF THE PLANNING AND REGULATORY COMMITTEE

The Council has established a Planning and Regulatory Committee.

The Council will appoint the Chairman and Vice-Chairman of the Committee

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors, to undertake, in the absence of the Chairman of the Committee, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise as necessary for the Chairman of the Committee
- To undertake specific tasks and responsibilities as requested by the Chairman
- To share and support in general, the full workload of the Chairman
- To work actively with the Chairman to manage the work of the Committee.

Conventions/Protocols

- Every member who serves on the Committee will undertake to abide by the Code of Good Practice in relation to planning matters
- No member may serve on the Committee unless and until they have undertaken suitable training

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

CHAIRMAN OF THE AUDIT AND GOVERNANCE COMMITTEE

The Council has established an Audit and Governance Committee.

The Council will appoint the Chairman and Vice-Chairman of the Committee.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors, to ensure the effective discharge of those functions assigned to the Audit and Governance Committee.

Duties and Responsibilities

- To chair and manage the business of the Committee in an efficient manner ensuring effective engagement by all members
- To provide leadership and direction for the Committee
- To determine priorities in the light of the volume of work presented to the Committee
- To facilitate the involvement with the Committee of external bodies/partners who may from time to time be asked to contribute to the Committee's work
- To ensure that Committee decisions are recorded with full justifications
- To promote actively those codes and protocols relevant to the work of the Committee, particularly the Council's Financial Regulations and Council's overall corporate governance arrangements

- To maintain effective working relationships and links with the Vice Chairman, other members of the Committee relevant officers and any external contacts
- To develop a thorough understanding of:
 - the Council's overall Corporate Governance arrangements
 - the annual audit plans and any other reports of both the internal and external auditors
 - the Council's Anti-Fraud and Corruption Policy
 - those other codes of practice and policies which relate to the Council's financial administration
- To command the respect and confidence of the Council in relation to the Council's audit and governance arrangements
- To monitor performance of the Council's audit and governance arrangements against CIPFA, the Audit Commission and other local and national standards
- To consider training and development needs of councillors to ensure the effective discharge of their responsibilities
- To maintain an overview of audit and governance best practice both locally and nationally.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

VICE-CHAIRMAN OF THE AUDIT AND GOVERNANCE COMMITTEE

The Council has established an Audit and Governance Committee.

The Council will appoint the Chairman and Vice-Chairman of the Committee.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors, to undertake, in the absence of the Chairman of the Committee, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise as necessary for the Chairman of the Committee
- To undertake specific tasks and responsibilities as requested by the Chairman
- To share and support in general, the full workload of the Chairman
- To work actively with the Chairman to manage the work of the Committee.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Equality and Diversity Policy.

CHAIRMAN OF THE STANDARDS AND ETHICS COMMITTEE

ROLE DESCRIPTION

Main Purpose of Role

To take a leading role in promoting and maintaining high standards of conduct by the Council, its members and co-opted members.

Duties and Responsibilities

- To Chair and manage the business of the Committee in an efficient manner, ensuring effective engagement by all members
- To provide leadership and direction for the Committee
- To determine priorities in the light of the volume of work presented to the Committee
- To ensure that the Committee conducts any necessary inquiries, hearings and investigations having regard to the nature of the issue, the rules of natural justice and those local and national procedures adopted by the County Council
- To promote actively the Members' Code of Conduct and Protocols in place from time to time
- To ensure that the Committee monitors the operation of the Members' Code of Conduct and Protocols in place from time to time
- To review the Council's working arrangements for probity and high standards of conduct in public life
- To command the respect and confidence of the Council in relation to matters of standards and probity
- To maintain effective working relationships and links with the Vice-Chairman and members of the Committee, the Chairman and Leader of the Council, Political Group Leaders and other relevant members, the Monitoring Officer and any other relevant officers.
- To maintain an overview of best practice both nationally and locally
- To bring forward suggestions for member training and development in relation to ethical issues
- To represent, by virtue of his/her position, the Council and Committee on relevant external bodies and events as required
- To attend, and where appropriate chair, sub-committees of the Committee.

Conventions and Protocols

- The Council has agreed to establish a Standards and Ethics Committee of councillors and 3 independent members
- Only one member of the Cabinet (who shall not be the Leader of the Council) may be a member of the Committee and that person may not be the Chairman of the Committee.

Accountability

The tasks and duties outlined in this role description relate to the activities of the postholders within the political structures of the Council. Accountability for the postholders' performance is to the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

VICE-CHAIRMAN OF THE STANDARDS AND ETHICS COMMITTEE

ROLE DESCRIPTION

Main Purpose of Role

In addition to undertaking those duties and responsibilities expected of all councillors as appropriate, to undertake, in the absence of the Chairman of the Committee, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise as necessary for the Chairman of the Committee
- To undertake specific tasks and responsibilities as requested by the Chairman
- To share and support in general, the full workload of the Chairman

- To work actively with the Chairman to manage the work of the Committee
- To attend, and where appropriate chair, sub-committees of the Committee.

Conventions and Protocols

- The Council has agreed to establish a Standards and Ethics Committee of councillors and 3 independent members
- Only one member of the Cabinet (who shall not be the Leader of the Council) may be a member of the Committee and that person may not be the Chairman of the Committee.

Accountability

- The tasks and duties outlined in this role description relate to the activities of the postholders within the political structures of the Council. Accountability for the postholders' performance is to the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality and opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

CHAIRMAN OF THE WASTE CREDIT GOVERNANCE COMMITTEE

The Council has established a Waste Credit Governance Committee.

The Council will appoint the Chairman and Vice-Chairman of the Committee.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors, to ensure the effective discharge of those functions assigned to the Waste Credit Governance Committee.

Duties and Responsibilities

- To chair and manage the business of the Committee in an efficient manner ensuring effective engagement by all members
- To provide leadership and direction for the Committee
- To determine priorities in the light of the volume of work presented to the Committee
- To facilitate the involvement with the Committee of external bodies/partners/advisers who may from time to time be asked to contribute to the Committee's work
- To ensure that Committee decisions are recorded with full justifications
- To promote actively those codes and protocols relevant to the work of the Committee, particularly the Council's Financial Regulations and overall corporate governance arrangements
- To maintain effective working relationships and links with the Vice-Chairman, other members of the Committee, relevant officers and any external contacts and advisers
- To develop a thorough understanding of:-
 - the Council's role as lender to the waste project and Mercia Waste overall Corporate Governance arrangements
 - the separation of the Council's roles between lender and waste disposal authority
 - the Council's policies which relate to its financial administration and lending
- To command the respect and confidence of the Council in relation to the Council's waste credit governance arrangements
- To ensure the Committee seeks professional advice as needed whether internal and/or external
- To consider training and development needs of councillors to ensure the effective discharge of their responsibilities.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities..

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

VICE-CHAIRMAN OF THE WASTE CREDIT GOVERNANCE COMMITTEE

The Council has established a Waste Credit Governance Committee.

The Council will appoint the Chairman and Vice-Chairman of the Committee.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors, to undertake, in the absence of the Chairman of the Committee, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise as necessary for the Chairman of the Committee
- To undertake specific tasks and responsibilities as requested by the Chairman
- To share and support in general, the full workload of the Chairman
- To work actively with the Chairman to manage the work of the Committee.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

Conventions and Protocols

The Vice-Chairman will be from a Group other than that forming the administration.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Equality and Diversity Policy.

CHAIRMAN OF THE PENSIONS COMMITTEE

The Council has established a Pensions Committee.

The Council will appoint the Chairman and Vice-Chairman of the Committee.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors, to ensure the effective discharge of those functions assigned to the Pensions Committee.

Duties and Responsibilities

- To chair and manage the business of the Committee in an efficient manner ensuring effective engagement by all members
- To provide leadership and direction for the Committee
- To determine priorities in the light of the volume of work presented to the Committee
- To facilitate the involvement with the Committee of external bodies/partners or advisers (eg Independent Financial Adviser or the Fund's Actuary) who may from time to time be asked to contribute to or advise upon the Committee's work
- To ensure that Committee decisions are recorded with full justifications
- To ensure the Committee has regard as appropriate to any advice from the Pension Investment Advisory Panel, Pension Investment Advisory Forum, Pension Board and Chief Financial Officer

- To undertake the roles set out for the Chairman in the Pension Fund Governance Policy Statement
- To promote actively those codes and protocols relevant to the work of the Committee, particularly the Council's Financial Regulations and overall corporate governance arrangements having regard to the Council's Pension Governance Policy Statement
- To maintain effective working relationships and links with the Vice-Chairman, other members of the Committee, relevant officers and any external contacts and advisers.
- To develop a thorough understanding of:
 - the Council's role as Administering Authority of the local government Pension Fund and overall Corporate Governance arrangements
 - the Council's Pension Governance Policy Statement and the role of the advisory bodies
- To command the respect and confidence of the Council in relation to the Council's Pension Fund governance
- To consider training and development needs of members of the committee to ensure the effective discharge of their responsibilities and compliance with the knowledge and skills expectations set out in the Pension Fund Governance Policy Statement.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the County Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Corporate Equalities Objectives and Public Sector Equality Duty.

VICE-CHAIRMAN OF THE PENSIONS COMMITTEE

The Council has established a Pension Committee.

The Council will appoint the Chairman and Vice-Chairman of the Committee.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all councillors, to undertake, in the absence of the Chairman of the Committee, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise as necessary for the Chairman of the Committee
- To undertake specific tasks and responsibilities as requested by the Chairman
- To share and support in general, the full workload of the Chairman
- To work actively with the Chairman to manage the work of the Committee.

Accountability

The tasks and duties outlined in this role description relate to the political or Member level activities of the County Council. Accountability for Members' performance is ultimately through the political and electoral process but will also be subject to any Councillor Review Scheme agreed by the Council. The tasks outlined are without prejudice to the separate duties and responsibilities exercised by officers of the County Council for which they are accountable as employees of the County Council as a whole.

General Duties

To maintain personal and professional development to meet the changing demands of the role, participating in appropriate training and development opportunities.

Notes

The duties described in this role description must be carried out in a manner which promotes equality of opportunity, dignity and due respect for all Members, employees, service users, partners and constituents and is consistent with the Council's Equality and Diversity Policy.

MEMBER REPRESENTATION ON LOCAL DISTRICT STRATEGIC PARTNERSHIPS - ROLE AND PROTOCOLS

Role of the Member

- To be a non-party political representative of the County Council on any District Local Strategic Partnerships (LSP)
- To develop on a non-political basis information flows and feedback between County Councillors and the LSP
- To act as a non-political LSP champion encouraging and demonstrating commitment to the community leadership role of elected Members.

Criteria for Member Selection

- One County Councillor representing a division within the area of a District LSP will serve on it
- Nominations for District LSPs may be from any Group and representation is on a non-political basis. The key principle must be that any Member nominated will have an interest and a commitment to the role and potential of partnership working represented by LSPs
- Accordingly, the political proportionality of Members selected to serve on LSPs is of no consequence
- If more than one Member is nominated for each District LSP, Group Leaders will seek a consensus as to which Member should be selected for which LSP, in the absence of which the Leader of the Council will decide.

Consideration of Issues at LSP

- Each Member selected to serve on a LSP is to accept that he/she will represent the views of the Council within currently approved policies and will not represent the views of his/her political party
- Each Member on a LSP will determine the best way to represent the views of the Council on any issues under consideration by the LSP. This may involve either a statement of existing County Council policies and/or the seeking of views of/consulting with relevant councillors, particularly those within the area of an LSP.
Most LSPs do not have voting arrangements. If however voting or assent to a particular course of action is required, the Member representative is empowered so to do provided that any decision required is in accordance with County Council policy and/or does not require resources beyond allocated budgets.

Feedback Link to other Members

Each Member on a LSP will determine the best way to communicate to County Councillors any progress on or outcomes from issues considered by an LSP.