



GREAT YARMOUTH
BOROUGH COUNCIL

Ward Councillors Working Group

Date: Thursday, 10 October 2013

Time: 18:00

Venue: CEO's office

Address: [Venue Address]

AGENDA

Open to Public and Press

DECLARATIONS OF INTEREST

You have a PERSONAL INTEREST in a matter being discussed at a meeting IF

- It relates to something on your Register of Interests form; or
- A decision on it would affect you, your family or friends more than other people in your Ward.

You have a PREJUDICIAL INTEREST in a matter being discussed at a meeting IF

- It affects your financial position or that of your family or friends more than other people in your Ward; or
- It concerns a planning or licensing application you or they have submitted
- AND IN EITHER CASE a reasonable member of the public would consider it to be so significant that you could not reach an unbiased decision.

If your interest is only PERSONAL, you must declare it but can still speak and vote. If your interest is PREJUDICIAL, you must leave the room. However, you have the same rights as a member of the public to address the meeting before leaving.

1	<u>Minutes</u>	3 - 5
	To confirm the minutes of the meeting held on 4 July 2013	
2	<u>Members handbook</u>	6 - 27
	To consider the attached.	
3	<u>Youth Engagement in Local Democracy</u>	28 - 29
	To consider the attached.	
4	<u>Ward Councillor Compact</u>	30 - 30
	To consider the attached.	
5	<u>Members Job Description</u>	31 - 47
	To consider the attached.	
6	<u>Any other business</u>	
	Discussion of any other business not on the agenda.	

LARGER PRINT COPY AVAILABLE PLEASE TELEPHONE: 01493 846325

WARD MEMBERS' WORKING GROUP

4 July 2013 – 6.00 pm

PRESENT:

Councillor J Smith (in the Chair), Councillors Castle, M Coleman and Fairhead.

Councillor Collins attended for Councillor Hacon and Councillor Stone attended for Councillor Plant.

Group Manager – Governance, Group Manager – Neighbourhood and Communities and Cabinet Secretary.

1. MINUTES

The minutes of 24 April 2013 were confirmed.

2. ROLE OF WARD COUNCILLORS

The Cabinet Secretary reminded the Working Group that this Group had been set up as a Sub-Committee of the Scrutiny Committee to fully examine the issue relating to the role of Ward Councillors. Accordingly, following the Working Group's initial meeting on 24 April, Members were now asked to give detailed consideration to the following issues:-

(a) A Mentoring/Buddying System for New Councillors

The Working Group agreed that it would be good practice to have a named officer who would provide a mentoring/buddying system for both new Councillors and existing Councillors. The Working Group also agreed that new Members should receive an induction with regard to community issues.

(b) Members' Handbook

The Working Group was asked to examine the content of the current Members' Handbook issued to newly elected Members.

The Working Group agreed the following recommendations:-

- To make use of the Council's design and print service to make the Members' Handbook more user friendly and also to reduce its size.
- The provision of a named officer who would be able to advise Members on "common" problems.

- The deletion of the List of Members together with their email addresses as this matter was duplicated in the details shown in the Members by Ward section of the handbook.
- Members' details to be linked to the website.
- Outside bodies' details to be amended.
- The inclusion of a comprehensive telephone directory.
- A directory of local groups to be included.
- The future format of the handbook to be A5 rather than A4.
- To investigate whether the handbook could be made available electronically.

The Working Group agreed that the Cabinet Secretary should produce a revised Members' Handbook for consideration by the Working Group at its next meeting.

(c) Members' Equipment

The Working Group discussed what equipment Members needed to carry out their role as Ward Councillors. The Group Manager (Governance) reminded the Working Group that most Members have now been issued with ipads but that in any event other Members would be provided with a laptop. The Chairman suggested that an investigation should be carried out with other local authorities to determine how they provide their information using the new technology available.

The Working Group were of the opinion that as the recent ipad technology had only been issued to Members very recently, it would be more appropriate to review this issue after six months' usage.

(d) Case Work and Engaging with the Community

The Working Group gave consideration on how to deal with case work and engaging with the community. The Group Manager (Neighbourhoods and Communities) reported that the Neighbourhood Managers would be able to provide Members with on the ground support in order to fulfil their role in the communities. The Working Group discussed the level of support currently being provided for the rural areas and it was acknowledged that the requirements of urban and rural Members was quite different.

The Group Manager (Governance) suggested that a dedicated Member Services Officer could be nominated in order to help with Members' case work.

The Chairman asked whether the recent Cabinet meeting with students from Caister High School had been well received and the Group Manager (Neighbourhoods and Communities) reported that this had been a very successful session and it was agreed that further details of youth involvement should be considered at the Working Group's next meeting.

(e) Ward Councillor Compact

The Working Group was asked to fully examine the proposal to introduce a formal Ward Councillor Compact which would include a rural profile of all Councillors and suggested activities to help Councillors fulfil the compact and their constitutional role.

The Cabinet Secretary pointed out that a significant amount of detail contained within a Ward Councillor Compact was in fact already included as an appendix to the current Council's constitution.

The Working Group agreed to request the Cabinet Secretary to submit details of the current appendix attached to the constitution relating to Members' role for consideration at the

Working Group's next meeting together with the provision of a simpler modified version of a proposed Ward Councillor Compact.

3. CLOSURE OF MEETING

The meeting ended at 7.10 pm.

Subject: Members Handbook

Report to: Ward Members Working Party

Date: 10 October 2013

Report by: Group Manager, Governance

SUBJECT MATTER:

At the last meeting of the Members Working Party, members discussed the current members' handbook and requested that officers' review the document to make it more user friendly. A draft members' handbook is attached for Members consideration.

- 1.The Working Party is reminded that this group had been formed to look at ways of developing the role of councillors. One of the areas that the group felt needed improvement was the members' handbook.
- 2.At the last meeting, members discussed the current handbook and made suggestions as to how it could be improved. It was agreed that amendments should be made and brought back for further consideration.
- 3.A draft has been produced taking members comments on board and also incorporating other information that it is hoped members would consider useful.
- 4.Members are now asked to consider the content of the handbook. Once members are happy with the content, the Council's design team will be tasked to produce it in a more user friendly format.



MEMBERS HANDBOOK

DRAFT

REVISED OCTOBER 2013

List of contents

(to be completed)

DRAFT

1. Introduction

This handbook is intended to help newly elected Councillors understand the context in which they will operate as a Member of the Council by:

- Giving a brief description of, and the composition of the Borough.
- Describing the way the Council is structured.
- Explaining the facilities and services available to Members.

It should also act as a useful reference for existing Members.

2. Your basic responsibilities as a councillor

By law you must:

- attend Full Council and designated committee meetings (the statutory requirement is to attend at least one every six months).
- comply with the Code of Conduct
- register interests
- register gifts and hospitality
- declare personal and prejudicial interests at meetings and follow the appropriate protocols
- register under the Data Protection Act
- observe the Member/Officer protocols

3. General information

There are three tiers of local government within the County of Norfolk:

- Norfolk County Council covers the whole county and is responsible for strategic services such as education, highways, social services, libraries and refuse disposal.
- There are seven district/borough councils within the County of Norfolk; Great Yarmouth Borough Council being one of them. Each district is responsible for local services such as council tax and business rates, environmental health, local planning and refuse collection.
- There are a number of Parish Councils within districts (with the exception of Norwich City Council). Parish Councils undertake a limited range of statutory functions and also have a consultative role on many important issues i.e. planning applications.

4. The Borough of Great Yarmouth

Great Yarmouth Borough Council is one of the most popular British seaside resorts with some 80,000 available bed spaces, caters for over five million visitor nights and over three million day visitors each year.

The latest population estimate for the Borough is 97,277 (2011 census) making it the smallest in the County in terms of population. In terms of area it is the second smallest, after Norwich city, covering 67.2 square miles. There are approximately 45,000 dwellings 3,394 businesses (March, 2005) and 35,042 employees within the Borough.

The mainstays of Great Yarmouth's economy are the port, activities

associated with the offshore oil and gas industry, tourism, manufacturing (particularly electronics and food production), agriculture and service industries. The majority of these sectors have suffered decline in employment and are prone to cyclical and seasonal variations.

The council area is a mixture of urban and rural areas

5. Electoral wards

Councillors are democratically accountable to the residents of their Wards. Whilst their overriding duty is to the whole community they also have a special duty to all their constituents including those who did not vote for them.

The borough is divided into 17 borough electoral wards, 21 parishes and 9 county electoral divisions. The urban areas of Great Yarmouth and Gorleston-on-sea do not have parish councils.

There are 39 councillors representing the 17 wards of the Borough. Councillors are elected for a four year period and elections are held annually, so a third of the Council is elected each year.

Each electoral ward is divided into polling districts. This is an area identified for polling purposes and within which the polling station is situated. A list of polling districts, electoral wards and parishes are included on pages x. A map of the Borough is shown on page x. Maps of polling districts and Wards are available from the election teams (contact details on page x).

6. Parish Councils

Most of the parishes have parish councils with the exception of Ashby with Oby and West Caister. Parish councils appoint a clerk who is responsible for ensuring that the Council as a whole conducts its business properly and provides independent, objective, professional advice and support.

Contact details for parish clerks are available on the council website (www.great-yarmouth.gov.uk)

7. How the Council operates

Following consultations with the Borough's residents in 1999, it was decided that this authority would operate with a Leader and Executive (Cabinet) type of Governance.

Decisions are taken by the Full Council, the Cabinet, individual Cabinet members and Officers.

A list of the powers delegated to each of these is included within the constitution.

8. The Corporate Plan

The Corporate Plan lists Great Yarmouth Borough Council's key priorities and plans. The Council has identified a number of key priorities including supporting economic development, tourism and the heritage of the Borough,

as well as creating jobs and wealth for local people.

The plan sets out how the Council intends to deliver on the priorities with a focus on enterprise and ambition and raising the profile of the place and the Council. The Corporate Plan is available on the Council's website:

www.great-yarmouth.gov.uk

9. The Council's Constitution

Great Yarmouth's Constitution contains full details of the Council's democratic systems and also sets out the roles of members and officers. The purpose of the Constitution is to enable decisions to be taken efficiently, effectively and lawfully. The full Constitution is available on the Council's Website:

www.great-yarmouth.gov.uk.

The constitution includes Standing Orders which govern the way in which business is transacted at meetings. Business is conducted very formally at Full Council with the Standing Orders governing the nature of motions to be discussed and limiting the length of speeches.

Proceedings at committee and sub-committee are less formal than at Council meetings but nevertheless rules of procedure need to be followed. The Chairman, advised by the member services officer present, is responsible for ensuring that those rules are properly observed. However, members do not stand to speak and in addition to debating issues there is an opportunity to ask questions of officers in attendance.

10. Full Council

The Full Council of 39 Members meeting together is responsible for determining the Council's overall policies and set the budget and level of council tax each year.

The full Council will appoint the Mayor (and Deputy Mayor) who will chair meetings of Council, the Leader of the Council and Cabinet Members, all other Committees, all Members to serve on outside bodies and Chief Officers and Heads of Departments (or make alternative arrangements for such appointments).

Full Council meetings will also include the provision for members of the public to ask questions during an allotted period at the commencement of each meeting and in accordance with the Council's agreed procedure for such questions. The protocol for Full Council meetings is attached on page x.

11. The Cabinet

The Cabinet is the main decision making body of the Council. It is responsible for carrying out all of the authority's functions except those which by law are responsibility of Full Council or its regulatory committees (i.e. Audit, Licensing, Planning and Standards).

The Cabinet consists of the Leader and Cabinet members, and these are appointed at Annual Council. Each Cabinet member has a portfolio of responsibilities, rather like a Government minister. Their portfolios cover service specific areas or thematic, cross-cutting areas of responsibility.

12. Delegated Powers

It is not practical for Cabinet Members to take every one of the many decisions that are made weekly, so Council Officers have 'delegated powers' to handle some of these.

Decisions can only be made in line with Council policy and the law. They include for example, spending within certain pre-defined limits, taking legal action, including enforcement, serving statutory notices and signing of some contracts up to a certain value.

The delegated powers to officers are set out in the scheme of delegation which is contained in the Council's constitution.

13. Scrutiny Committee

Scrutiny works to ensure and promote open and transparent decision making and democratic accountability. The role and functions of the Scrutiny Committee are as follows:

- to review or scrutinise existing policy, and develop new policy for approval by the Cabinet or Council.
- to review or scrutinise existing services or functions of the Council.
- to hold cabinet decision makers to account by the call-in of decisions made, but not implemented, or by a review or scrutiny of decisions already made.
- to influence the Cabinet and Council through reports and recommendations in connection with any of the above, or in connection with the discharge of any of the Council's functions or any other matter affecting the Borough or its inhabitants.

14. Call-in

One way in which Scrutiny holds the Cabinet to account is through the statutory power of Call-in. Open to all members of the Council, any five members can ask for any decision made, or about to be made, by the Cabinet or one of its members, or a 'key decision' made by an officer, to be discussed by the Scrutiny committee, prior to its implementation. The Call-in procedure for operating this power is explained in the Council's Constitution.

The Call-In procedure does not apply to regulatory non-Executive functions.

15. Development Control Committee

Development Control is responsible for dealing with local authority planning applications.

There is a scheme of delegation in place which gives officers power to deal with certain planning applications and these are listed in the Constitution. Major planning applications and applications where officers decline to exercise their delegated authority are referred to Development Control.

The committee has power to act.

16.Licensing Committee

Licensing Committee is responsible for the licensing and safety functions of the Council. These include taxis, private hire vehicles and drivers and environmental health licensing and safety functions.

Licensing Sub committee is responsible for determining applications for alcohol and gambling premises.

Members of Licensing Committee act in a quasi-judicial capacity and can be deciding matters which may have very important implications for an individual's livelihood. Members will need to listen carefully to the evidence and arguments which are put forward by the parties and to determine the matter only on relevant considerations. If Members fail to do so the decision may be challenged in the court which is why a Solicitor or other experienced person acts as clerk in order to give guidance.

There is a scheme of delegation in place which gives officers power to deal with licensing applications (these are listed in the Constitution). Applications for premises licences are referred to a sub-committee when representations are received. Applications for taxi licences or other matters are referred to Licensing committee where officers are minded to refuse applications or they do not wish to use their delegated powers.

Licensing Committee and Licensing sub have power to act.

17. Standards Committee

The aim of the Standards Committee is to promote high standards of ethical conduct among elected councillors. The Standards Committee examines the conduct of councillors including parish councillors and advises on ethical standards. It is separate from all other committees.

Made up of both councillors and external members, the Committee has an independent chair and is responsible for ensuring that members and officers of the Council conduct their business to the highest standards as set out in the Council's Member Code of Conduct.

18.Audit and Risk Committee

The purpose of the Audit and Risk committee is to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakens the control environment, review annual Governance Statement, and to oversee the financial reporting process.

19.Appeals Committee

The role of the Appeals committee is:

- to consider appeals against disciplinary decisions from employees of the authority in accordance with the provisions of the Council's disciplinary procedure

- to consider unresolved grievances from employees under the Council's grievance procedure
- to deal with grading appeals from employees in accordance with the Council's agreed procedure for regrading applications

The Committee has full power to act.

20. Housing Appeals

The Housing Appeals committee considers appeals on housing management decisions other than decisions on Eviction and Nuisance Orders.

Members of Housing Appeals act in a quasi-judicial capacity and can be deciding matters which may have very important implications for an individual's livelihood. Members will need to listen carefully to the evidence and arguments which are put forward by the parties and to determine the matter only on relevant considerations. If Members fail to do so the decision may be challenged in the court which is why a Solicitor or other experienced person acts as clerk in order to give guidance.

The Committee has full power to act.

21. The Gorleston and Yarmouth Area Committees

The two area Committees provide for better and more co-ordinated local services by enabling local elected members, residents and their communities to get involved in the work of the Council and other services.

22. Outside Bodies

The Council has links with many different bodies and, as part of this, the Council annually appoints members to a number of outside bodies.

The Council provides a general indemnity to members when serving on outside bodies. There may be some situations which the indemnity does not cover. It is therefore advisable for members to check that the outside body has adequate insurance in place.

23. The role of Council Officers and Council structure

To be efficient and effective, Councillors need a variety of support from officers of the Council. Officers work for the whole Council and not just the majority political party. The Council's paid staff is headed by the Chief Executive Officer who together with three directors make up the Executive Management Team (EMT). EMT oversees the corporate management and operation of the Council's performance and strategic direction.

The Council currently operates under the following structure:

- Chief Executive Officer
- Directors
- Group Managers

A copy of the structure is attached at appendix 3

24. Statutory Officers

Page 14 of 47

By law, local authorities are required to designate the following officers:

- Head of Paid Service, who is responsible to Councillors for the staffing of the Council, ensuring the work of the different departments is co-ordinated, and making sure the organisation runs efficiently. The Chief Executive Officer, Jane Ratcliffe, is designated the Council's Head of Paid Service.
- Monitoring Officer, who is responsible for warning Councillors about anything the Council does which is likely to lead to legal action or to a finding of maladministration by the Ombudsman. Chris Skinner, from NP Law is the Council's Monitoring Officer.
- Section 151 Officer, who monitors all the expenditure and financial dealings of the Council. Seb Duncan, Head of Resources, Governance and Growth is the Council's Section 151 Officer

25. Members Code of Conduct

Once they take up office, all Members of the Council are required to abide by the Member's Code of Conduct, as laid out in the Council's Constitution. The general principles are:

Selflessness: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

26. Register of Interests

The Code of Conduct requires that Members, within 28 days of election, register certain interests with the Monitoring Officer. These include a members' employment (or office, trade or profession), land and property ownership, contracts with the authority, and interests in the securities of a company that trades or owns land in the area of the authority.

27. Declaration of Interests – personal and prejudicial interests

If you have a **personal** interest in a matter for decision you must disclose it at the meeting that is considering that issue. Personal interests are defined in the Code of Conduct and include, among other things, professional and

personal relationships.

If an interest is **prejudicial** then in general a member must withdraw from the room where the meeting is taking place and not seek to influence a decision about that matter. A personal interest may be prejudicial if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

Any member concerned that he/she might have a prejudicial interest should seek the advice of a Member Services Officer.

28. The register of gifts and hospitalities

Within 28 days of receipt, Members are required to register any gifts or hospitality received worth more than £25 and offered in connection with your role as councillor.

29. Council tax and housing rent arrears

Any member who has arrears of Council Tax that have been outstanding for two months or more is prohibited from voting at any meeting of the Council or other Council body on any matter that effects the level of Council Tax.

Any member who is a Council tenant and who has housing rent arrears for two or more months is prohibited from voting at any meeting of the Council, or a committee, sub committee or other Council body when any matter concerning rents of local authority housing is to be discussed.

30. Access to information

The Access to Information Act requires that notice is given of all meetings of Council at least five working days prior to the meeting.

The press and public have the right to attend unless the meeting is discussing an issue containing confidential or 'exempt' information as defined in Section 100 of the Local Government Act 1972 and a resolution is passed to exclude them during the discussion of the item. 'Exempt' information includes details regarding an individual employee; terms proposed in negotiations, security etc and a full list is given in the Council's constitution.

Members of the public also have rights to see background papers used in the preparation of reports to meetings. As a Councillor you have additional rights to see papers which are not available to the general public providing access to the documents is reasonably necessary to enable the member properly to perform their duties. This principle is commonly referred to as the 'need to know' principle.

31. Data Protection

As a member of the Council, you will handle and have access to personal information about members of the public and employees of the Council. This information is subject to the Data Protection Act.

The Act regulates how personal information about any living person is held and handled by others. It covers all information held either on computer or in manual form. People handling personal data are referred to as 'data

controllers' and are required to notify the Information Commissioner of details of the information processed.

Great Yarmouth Borough Council is a data controller and has submitted notification. Members are covered by the Council's notification if they handle information in the exercise of its functions; for example, if a Member had access to information as a member of an appeals panel or decision making body in respect to members of the public or employees.

Members are not covered by the Council's notification when they act on their own behalf and are required to complete a separate notification. Geoff Jones, the Council's Information Manager will arrange this for members.

The Information Commissioner has published guidance for elected Members in a 'Compliance Advice' booklet, which is accessible online at www.informationcommissioner.gov.uk

32. Member Services and Corporate Support

Member Services and the Corporate Unit support Members in general and the overall decision making process. The role of member services officers is to assist councillors in discharging their role as members of the Council for Council business and in their role as advocates for local communities.

Robin Hodds is the manager of these services and is also the Cabinet Secretary and Deputy Monitoring Officer. He and the Member Services Officers can advise on all constitutional matters.

Contact details of all officers in Member services and the Corporate Unit can be found on page x.

33. Accommodation

Services are located in the following buildings:

Services	Building
Reception, Corporate Unit, Elections, Licensing, Member Services, Civic and Events, Communications, Finance, IT, Markets, Environmental Services, Planning, Planning Policy	Town Hall, Hall Plain, Great Yarmouth, NR30 2QF
Customer Services, Revenues and Benefits, Housing	Greyfriars House, Greyfriars Way, Great Yarmouth, NR30
Car Parking/civil parking enforcement, Property, asset management, Economic development, Construction & facilities,	Novus House, The Conge, Great Yarmouth, NR30
Tourism	Maritime House, Marine Parade, Great Yarmouth, NR30
Neighbourhood and Communities	ComUnity office, King Street, Great Yarmouth, NR30

34. Agenda and Meeting Management System

Page 17 of 47

Great Yarmouth is currently installing an electronic system (CMIS) to support

and streamline the management and administration of the Council's democratic processes, committee meetings, documentation and decision tracking, and including the on-line publishing of agendas and minutes.

Members will receive emails informing them of committee dates which can be saved into electronic calendars. A further email will be sent with a link to the agenda for the meeting.

The agenda will be the one available on the website; if there are any confidential items, members will need to login to the system to view confidential papers. Members will be given login details and training on the system by the Member Services team.

35. Councillor Web pages

Each councillor has a page specifically dedicated to them on the Council website (via CMIS). The Councillor web pages greatly improve Members' visibility to the general public and raise awareness of the role of Councillors. Great Yarmouth's Councillor pages include:

- A photograph of each member and contact information (telephone number and Council email)
- Committee and outside body appointments
- Declaration of meetings, register of interests and gifts and hospitalities
- A biography (if a member provides one)

A biography must not be explicitly party political and is in relation to Councillor's formal and civic roles as elected representatives and community champions and leaders.

An up to date list of all Councillors' details are available on the council website (www.great-yarmouth.gov.uk)

36. Information Communications Technology (ICT) facilities

Members will be provided with 3G Wi-Fi l pads in order to access emails and the website (which will be required to be able to access agendas). Details of the security policy relating to mobile devices will be given separately as Members need to understand data security requirements.

Councillors will be given a Council email address which they will need to use for Council business. This email address will be published on the website to enable constituents to contact you.

Members will expected to use their own broadband but a monthly allowance will be payable (see below).

37. Members' allowances

All members will receive a basic allowance of £3,579 which is paid monthly via payroll. A monthly allowance of £15 per is payable towards the cost of councillors' broadband per household. Where councillors are living at the same address, only one councillor can claim this allowance. Members can also claim for mileage when on Council business and attending meetings. All payments are subject to income tax and national insurance (if applicable).

In addition to a basic allowance, extra payments referred to 'special responsibility allowances' are paid to those who take on additional responsibilities such as the Leader, cabinet members and committees chairs. Again this allowance is paid monthly.

38. Insurance

When on Council business, members are indemnified under the Council's insurance policy. However, this does not extend to when members are driving to meetings or on Council business.

Members will need to check with their motor insurance provider to ensure commuting and business use as their role of councillor is covered under the policy.

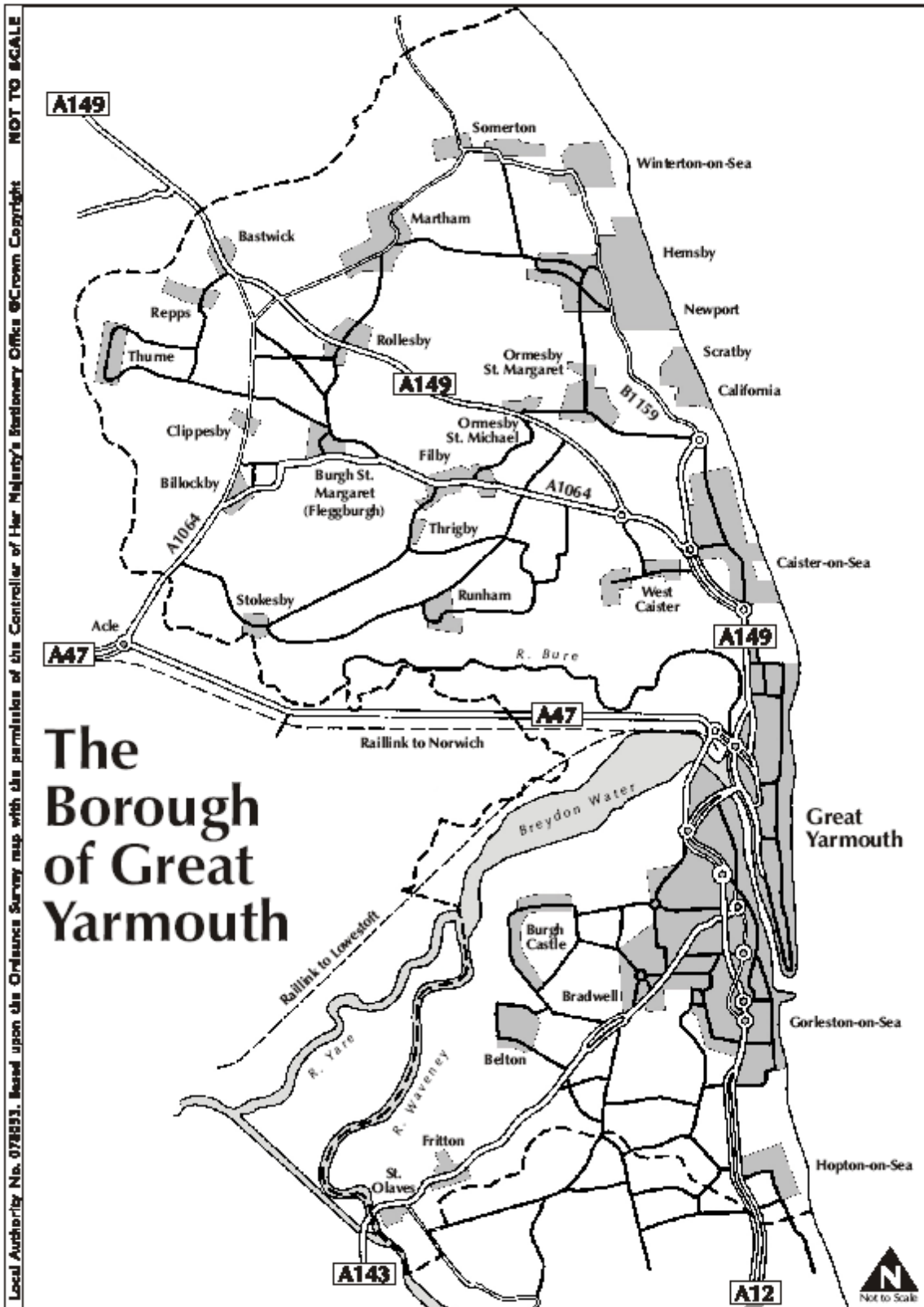
DRAFT

GREAT YARMOUTH BOROUGH COUNCIL WARD BOUNDARIES

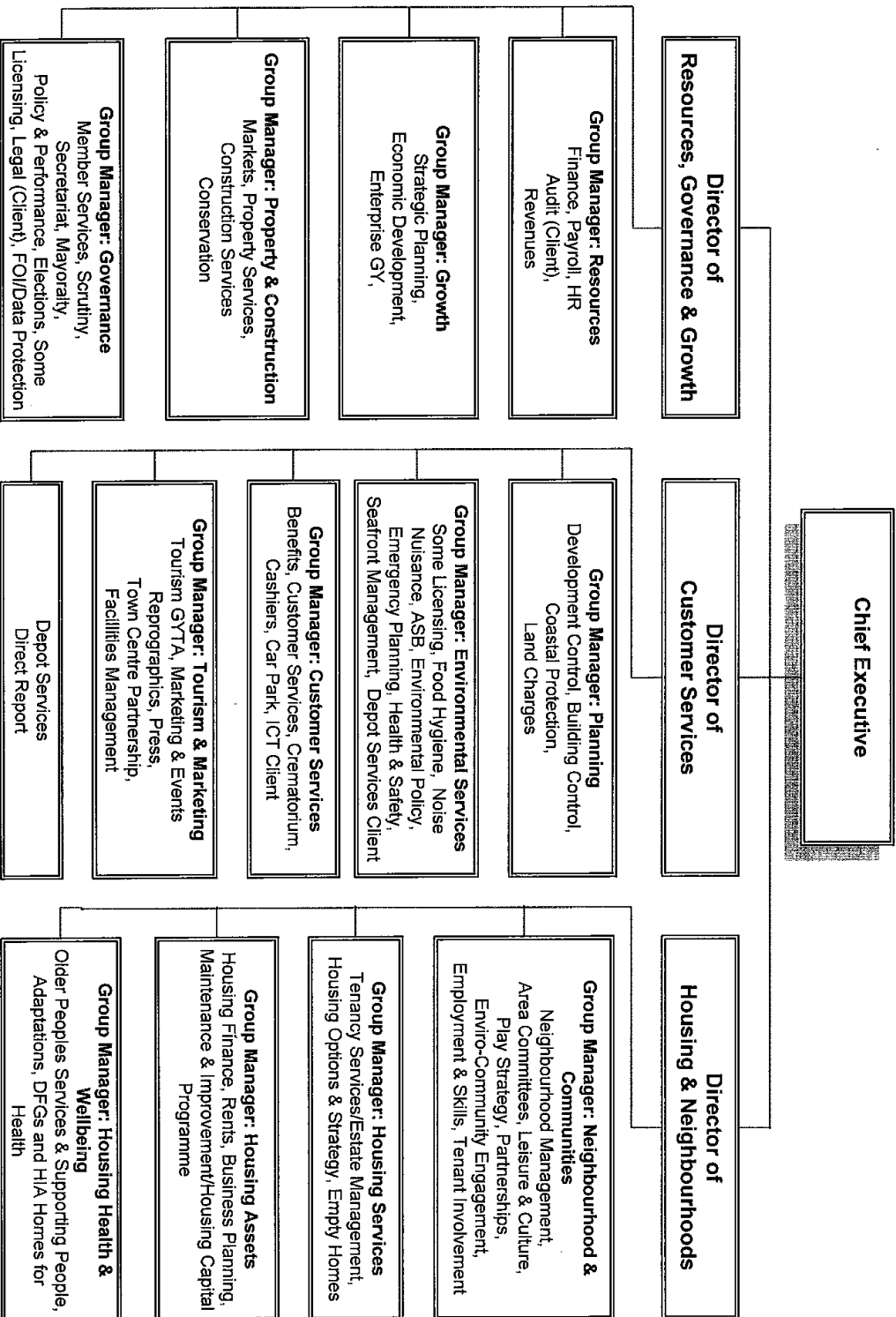
WARD	PD	PARISH	COUNTY DIVISION
Bradwell North	BN	Bradwell (North Ward)	Breydon
Bradwell South and Hopton	BS1 BS2 BS3	Bradwell (South Ward) Bradwell (South Ward) Hopton (South Ward)	Lothingland Lothingland Lothingland
Caister North	CN	Caister (North Ward)	Caister on sea
Caister South	CS1 CS2	Caister (South Ward) West Caister	Caister on sea Caister on sea
Central and Northgate	CE1 CE2		Yarmouth North and Central Yarmouth North and Central
Claydon	CL1 CL2 CL3 CL4		Breydon Breydon Magdalen Magdalen
East Flegg	EF1 EF2 EF3	Hemsby Somerton Winterton	East Flegg East Flegg East Flegg
Fleggburgh	FL1 FL2 FL3 FL4	Filby Fleggburgh Mautby Stokesby	West Flegg West Flegg West Flegg West Flegg
Gorleston	GO1 GO2 GO3		Gorleston St. Andrews Gorleston St. Andrews Gorleston St. Andrews
Lothingland	LO1 LO2 LO3 LO4	Belton with Browston Burgh Castle Fritton with St. Olaves (Fritton) Fritton with St. Olaves (St. Olaves)	Lothingland Breydon Lothingland Lothingland
Magdalen	MA1 MA2 MA3		Magdalen Magdalen Magdalen
Nelson	NE1 NE2 NE3		Yarmouth, Nelson and Southtown Yarmouth, Nelson and Southtown Yarmouth, Nelson and Southtown
Ormesby	OR1 OR2 OR3	Ormesby St. Margaret (Ormesby) Ormesby St. Michael Ormesby St. Margaret (Scratby)	East Flegg East Flegg East Flegg
St. Andrews	SA1 SA2		Gorleston St. Andrews Gorleston St. Andrews
Souhtown and Cobholm	SC1 SC2		Yarmouth, Nelson and Southtown Yarmouth, Nelson and Southtown

West Flegg	WF1 WF2 WF3 WF4 WF5	Ashby with Oby Martham Repps with Bastwick Rollebsy Thurne	West Flegg West Flegg West Flegg West Flegg West Flegg
Yarmouth North	YN1 YN2		Yarmouth North and Central Yarmouth North and Central

DRAFT



New Structure Proposals Following Consultations with Staff and the Trade Union



Executive Management Team

Name	Title	Telephone	Email
Jane Ratcliffe	Chief Executive Officer	01493 846301	jratcliffe@great-yarmouth.gov.uk
Seb Duncan	Director of Resources, Governance & Growth	01493 846206	sgd@great-yarmouth.gov.uk
Jane Beck	Director of Customer Services	01493 846418	jeb@great-yarmouth.gov.uk
Robert Read	Director of Housing and Neighbourhoods	01493 846278	rr@great-yarmouth.gov.uk

Group Managers

Name	Group Manager	Telephone	Email
Alan Carr	Tourism & Communications	01493 846341	aac@great-yarmouth.gov.uk
Trevor Chaplin	Housing Services	01493 846279	tcc@great-yarmouth.gov.uk
Andy Dyson	Property & Construction	01493 846440	aad@great-yarmouth.gov.uk
Vicky George	Housing Health & Wellbeing	01493 846653	vic@great-yarmouth.gov.uk
David Glason	Growth	01493 846643	dcg@great-yarmouth.gov.uk
Rob Gregory	Neighbourhood & Communities	01493 845921	rg@great-yarmouth.gov.uk
Miranda Lee	Customer Services	01493 846536	mvl@great-yarmouth.gov.uk
Dean Minns	Planning	01493 846420	dam@great-yarmouth.gov.uk
Linda Mockford	Governance	01493 846308	lmc@great-yarmouth.gov.uk
Donna Summers	Resources	01493 846339	dsummers@great-yarmouth.gov.uk
Kate Watts	Environmental Services	01493 846547	kaw@great-yarmouth.gov.uk

Corporate Unit and Member Services

Name	Title	Telephone	Email
Robin Hodds	Cabinet Secretary and Deputy Monitoring Off.	01493 846325 07919 592383	rh@great-yarmouth.gov.uk
Sarah Davis	Member Services Officer	01493 846307	sed@great-yarmouth.gov.uk
Karline Smith	Member Services Officer	01493 846309	ke@great-yarmouth.gov.uk
Christina Webb	PA to Chief Executive Officer and the Leader	01493 846301	clw@great-yarmouth.gov.uk
Ria Day	PA to Corporate Directors	01493 846	rjd@great-yarmouth.gov.uk
Colin Rowland	Corporate Policy and Performance Officer	01493 846168	crr@great-yarmouth.gov.uk
Geoff Jones	Information Manager	01493 846855	geoff@great-yarmouth.gov.uk
Ashlie Southey	Member services assistant	01493 846321	ajs@great-yarmouth.gov.uk
Marian Newrick	Clerical assistant	01493 846634	mn@great-yarmouth.gov.uk

Elections and Licensing Team

Name	Title	Telephone	Email
Denise Harvey	Elections/Licensing Manager	01493 846548	dgh@great-yarmouth.gov.uk
Julie Wells	Licensing/Enforcement Officer (taxis)	01493 846201	jw@great-yarmouth.gov.uk
Elaine Hignett	Licensing/Enforcement Officer (alcohol/gambling)	01493 846530	emh@great-yarmouth.gov.uk
Fred Hoyle	Licensing Enforcement Officer	01493 846304	clw@great-yarmouth.gov.uk

Quick Guide to Full Council meeting protocol

Asking Questions

Any member may ask the Leader or Chair of a Committee a question without giving notice if the item is on the agenda and is being received or considered.

Any member may ask the Mayor, Member of the Cabinet or Chair of a Committee a question with 10 working days notice if the issue is not on the agenda. If the item is urgent the Mayor, providing the question is received by 11am on the day of the meeting, or the responder may waive this requirement.

The member may also ask one supplementary question of the responder. This question must relate directly from the original questions reply.

Motions

Motions must be about matters for which the council has responsibility.

Written notice of a motion must be signed by at least 5 members and submitted not less than 10 days before the meeting.

Some Motions can be raised without notice these are listed in section 12 of the constitution.

Rules of Debate

No speeches allowed until the motion has been seconded.

When seconding, a Member may reserve their speech until later in the debate.

Speeches must be directed to the question, personal explanation or point of order. No speech may exceed 5 minutes without the consent of the council.

A member may only speak once during a debate unless they are speaking on an amendment, exercising a right of reply, raising a point of order or giving a personal explanation.

An amendment cannot negate a motion or introduce new subject matter. Only one amendment can be discussed at one time. If an amendment is carried the Mayor will read out the amended motion before accepting further amendments or putting it to the vote.

A member may raise a point of order at any time and it will be heard immediately, a point of order may only relate to an alleged breach of council procedure or law. The ruling of the Mayor is final.

Voting

Unless the Constitution states otherwise, any matter will be decided by a simple majority of those Members voting and present in the room.

If there is equal numbers for and against the Mayor has a second casting vote. There is no restriction on how this is used.

Member Conduct

When a member speaks at full council they must stand. If more than one member stands the Mayor will ask one to speak and the others must sit.

Members must remain seated whilst another member is speaking unless they wish to make a point of order or personal explanation.

If the Mayor stands the member speaking must stop and sit, the meeting must be silent.

If a member persistently disregards the Mayor the Mayor may move that the member not be heard further. If this is seconded it is voted on without discussion.

If a member continues to behave improperly after such a motion has been carried the Mayor may move that the member leaves the meeting or the meeting is adjourned. If seconded it is voted on without discussion.

Subject:	Youth Engagement and Local Democracy
Date:	10th October 2013
To:	Ward Members Working Group
Report by:	Rob Gregory – Group Manager Neighbourhoods and Communities

Matter for discussion

At its last meeting, the Ward Members Working Group requested further examples of national good practice in youth engagement and local democracy.

The Local Government Association maintains a knowledge hub as an opportunity to share good practice across the functions of local government. Dating back to 2007 GYBC contributed to these hubs as part of its role as an “Empowering Authority”. Through this network there were a number of examples of other authorities undertaking positive engagement activities particularly with young people. Examples included the London Borough of Lewisham, with the first elected Youth Mayor and Devon’s Young Commissioners programme.

A publication produced by the LGA this year highlighted the opportunity to engage young people in Scrutiny, emphasising the importance of a youth perspective in such debates.

http://www.local.gov.uk/c/document_library/get_file?uuid=b1f405e8-53f2-482e-ab7b-312dfdc98f6e&groupId=10180

At a district level a number of local councils also maintain youth councils and youth forums some to varying degrees of effectiveness.

In Norfolk, the establishment of Youth Advisory Boards in each district has created an opportunity to focus on the needs and aspirations of young people, with a delegated budget directed by young people themselves. In Great Yarmouth the Youth Advisory Board has been particularly successful, commissioning a range of youth projects and establishing 4 Youth Action Groups in recognition of the geographical spread of young people across the borough. Each Youth Action Group is led by young people and supported by a Youth Worker from MAP (the commissioned provider on behalf of Norfolk County Council).

The Youth Advisory Board model provides a number of opportunities for GYBC.

- The success of the Cabinet in Schools programme has highlighted the opportunity to engage young people in democratic debate, utilising the technology and multimedia available in the Council Chamber. There is certainly an appetite from Youth Action Groups to host a larger youth debate around “real issues” for young people in the borough.
- There is also an opportunity to establish a formal relationship between council decision-making processes and the Youth Action Groups, to maintain a direct link between young people and local democratic structures. A number of national case studies are available to illustrate this.
- Individual ward members may wish to engage directly with Youth Action Groups or School Councils to canvass the views of children and young people. Ward members may also wish to engage directly with young people through outreach and detached youth work. Existing Youth and Community Workers may be able to assist with this.

Experience of working with young people demonstrates that such engagement needs to be relevant, meaningful and pitched at the right level and delivered in the right way, delivering concrete results. Such an approach will enthuse young people to become the next generation of councilors and elected members.

GREAT YARMOUTH BOROUGH COUNCIL

WARD COUNCILLOR COMPACT

1. Purpose

The purpose of the Compact is to set out the Council's expectations of the role and to define best practice for Ward Councillors.

2. Expectations

The main expectations of the role of Ward Councillor relate to:-

- communication with the public
- identify training needs
- identify areas for scrutiny
- to promote public and community engagement
- be an advocate for local residents
- to be the link between Council officers and local communities.

3. The Council's Commitment

The Council will:-

- provide basic induction training
- provide IT equipment and support to enable Councillors to undertake their role.

4. Role Profile / Job Descriptions

The role profiles and detailed job descriptions for Councillors, Mayor, Leaders, Deputy Leaders, Portfolio Holders, Chairmen and Vice-Chairmen and Group Leaders is detailed in Part 7 of the Council's Constitution.

APPENDIX

GREAT YARMOUTH BOROUGH COUNCIL

MEMBERS' JOB DESCRIPTIONS

Job descriptions are attached as follows:

(1) All Councillors

(2) Mayor

(3) Leader of the Council and Cabinet

- (a) Leader of the Council;
- (b) Deputy Leader of the Council;
- (c) General Roles and Responsibilities and all Portfolio Holders;

(4) Scrutiny Committee

- (a) Chairman of the Scrutiny Committee
- (b) Vice-Chairman of the Scrutiny Committee
- (c) Members of Scrutiny Committee

(5) Committee Chairman

(6) Group Leaders

**Agreed by Executive
on 20 July 2005
and Revised on 4 April 2008**

COUNCILLOR

1. Purposes

- 1.1 To participate constructively in the good government of the area.
- 1.2 To contribute actively to the formation and scrutiny of the authority's priorities, policies, budget, strategies and service delivery.
- 1.3 As a community leader, to represent effectively the interests of the Ward for which the Councillor was elected and deal with constituent's enquiries and representations.
- 1.4 To champion the causes which are best related to the interests and sustainability of the community and campaign for improvement in the quality of life of the community in terms of diversity, safety, wellbeing, economy and environment.
- 1.5 To act as a champion of the Council for specific issues when required.
- 1.6 To represent the Council on outside bodies, such as a governing body or multi-agency group.
- 1.7 To assist, as they are able, the Mayor in the civic life of the Borough.

2. Key Tasks (in order of priority)

- 2.1 To fulfil the statutory and locally determined requirements of an elected Member of a local authority and the authority itself, including compliance with all relevant codes of conduct and participation in those decisions and activities reserved to the full Council (eg setting budget, overall priorities and strategy).
- 2.2 To participate effectively as a Member of any Committee, Working Group etc to which the Councillor is appointed.
- 2.3 To participate in the activities of an outside body to which the Councillor is appointed, providing two-way communication between organisations; and to develop and maintain a working knowledge of the authority's policies and practices in relation to that body and of the community's needs and aspirations in respect of that body's role and function.
- 2.4 To participate, as appointed, in the scrutiny of the services and policies of the authority and their effectiveness in meeting the strategic objectives of the authority and the needs of its residents.
- 2.5 To participate in consultative processes with the community and other organisations.

- 2.6 To act as a consultee on matters within their ward where executive and regulatory functions have been delegated to officers.
- 2.7 To develop and maintain a working knowledge of the authority's services, management arrangements, powers/duties and constraints and to develop good working relationships with relevant officers of the authority.
- 2.8 To participate fully in Councillor training and development programmes, especially those relating to statutory requirements.
- 2.9 To develop and maintain a working knowledge of the organisations, services, activities and other factors which impact upon the community's well being and identity .
- 2.10 To promote and explain the work of the Council in their communities, including liaison with Parish Councils.
- 2.11 To contribute constructively to open government and democratic renewal through active encouragement to the community to participate generally in the government of the area.
- 2.12 To participate in the activities of any political group of which the Councillor is a member.
- 2.13 To uphold the Council's Constitution and to abide by the Councillor's Code of Conduct.

MAYOR

1. Overview

- 1.1 The Mayor, and in his/her absence, the Deputy Mayor, has two main roles: a ceremonial role; and a procedural role.

2. Ceremonial Responsibilities

- 2.1 To represent the whole Borough during his/her term of office.
- 2.2 To promote public involvement in the Council's activities.
- 2.3 As the first citizen of the Borough of Great Yarmouth, to perform an ambassadorial role both inside and outside the Borough and to attend such civic and ceremonial functions as the Council or (s) he determines appropriate.
- 2.4 To promote the Borough of Great Yarmouth in a positive manner.
- 2.5 To act as a link between the Council and various groups and organisations.

3. Procedural Responsibilities

- 3.1 To preside over meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.
- 3.2 To uphold and promote the purposes of the Constitution, and to interpret rules of procedure at full Council meetings.
- 3.3 To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Members who are not on the Cabinet or hold Committee Chairs are able to hold the Cabinet and Committee Chairman to account.
- 3.4 To call meetings of the full Council in addition to ordinary meetings.
- 3.5 To receive decisions and relevant papers from the Cabinet and Committees.
- 3.6 To carry out the duties identified in the job description for Councillors.

LEADER OF THE COUNCIL

1. General

The Leader of the Council will represent the Council to its citizens and partners, and provide political leadership for the Cabinet, the Council and the Borough.

2. Specific Responsibilities will be to:

- (1) appoint Members of the Cabinet and determine portfolios;
- (2) chair the meetings of the Cabinet and Corporate Management Board
- (3) agree the schedule and venue for Cabinet meetings and make arrangements for special meetings;
- (4) have an overview of, and advise on, the policy making of the Borough;
- (5) act as Lead Member on overall strategy
- (6) monitor the overall performance of the Council in delivering the agreed policies of the Council;
- (7) co-ordinate and manage Cabinet;
- (8) represent Council policy to the community and Partners;
- (9) work closely with the Chief Executive on Strategic matters to ensure the co-ordination, consistency and delivery of Council services;
- (10) represent the Council on local, regional and national bodies;
- (11) consult with the Chief Executive on strategic or policy matters where an urgent decision or action must be taken;
- (12) promote and develop partnership working with other agencies, ensuring that the Council's priorities are met;
- (13) where necessary consult with group leaders of other political groups to expedite the efficient and effective delivery of Council business;
- (14) carry out the duties identified in the job description for Councillors.

DEPUTY LEADER of the COUNCIL

1. General Responsibilities

- 1.1 The Deputy Leader of the Council is responsible for supporting the Leader in representing the Council to its citizens and partners and providing political leadership for the Cabinet, and the Council and the Borough.
- 1.2 In the absence of the Leader, the Deputy Leader is authorised to act on his/her behalf in accordance with the Council's Constitution, in particular:-
 - (a) chairing Cabinet/Corporate Management Board meetings;
 - (b) consulting with the Chief Executive on strategic or policy matters where an urgent decision or action must be taken;
 - (c) where necessary, consulting with group leaders of other political groups;

2. Specific duties include:

- 2.1 To support the Leader.
- 2.2 In the absence of the Leader, to chair Cabinet/Corporate Management Board meetings, conduct the Cabinet's/Corporate Management Board's business and present reports to Council.
- 2.3 In the absence of the Leader, to perform any other duties of the Leader, as set out in the Constitution and the Job Description for the Leader.
- 2.4 On behalf of the Leader, to represent the Council on local, regional and national bodies.
- 2.5 On behalf of the Leader, to represent Council policy to the community, partners and the media.
- 2.6 To carry out the duties identified in the job descriptions for the Cabinet Members, their own Cabinet portfolio and Councillors.

GENERAL ROLES and RESPONSIBILITIES of all PORTFOLIO HOLDERS

1. Accountability and Leadership

- 1.1 Each portfolio holder will be accountable, and provide the political leadership, for their specific areas of responsibility.

2. Shared Responsibility as a Member of the Cabinet

Responsibility for:-

- 2.1 the co-ordination, promotion and implementation of the Council's statutory plans and strategies and for the setting of the Council's objectives;
- 2.2 the oversight, development, monitoring and promotion of all services provided by the Council within the appropriate performance management framework;
- 2.3 ensuring that suitable and proper arrangements are made for the procurement, development, monitoring and promotion of all services relating to Cabinet functions which are provided under contract to the Council;
- 2.4 the promotion of the interests of the Borough, and all the residents, businesses, other organisations and stakeholders within the Borough of Great Yarmouth
- 2.5 ensuring that a community leadership role is taken by the Council across the public, voluntary and business sectors involving the development of good and effective working links and partnerships with all sectors;
- 2.6 the promotion and implementation of an effective equal opportunity policy in relation both to the employment of staff by the Council and the delivery of services by the Council and other agencies;
- 2.7 the promotion of services which:-
 - (a) improve the safety and well being of the community;
 - (b) secure a sustainable and attractive environment;
 - (c) create a prosperous local economy; and
 - (d) raise corporate standards and efficiency.
- 2.8 improving arrangements for communicating, consulting and maintaining a dialogue with residents and service users; and
- 2.9 Carrying out the duties identified in the job description for Councillors.

3. Specific Responsibilities

Portfolio Holders will:-

- 3.1 take the leading role in the development and implementation of the policies covered by their portfolio;
- 3.2 be responsible for ensuring the effective management and delivery of the services or functions covered by their portfolio within the following framework:-
 - (a) the Council's overall strategic, corporate and policy objectives;
 - (b) all statutory and other plans and strategies approved by the Council;
 - (c) the statutory and local obligation to ensure Best Value;
 - (d) the approved revenue and capital budgets;
 - (e) the law and the Council's Constitution; and
 - (f) the decisions made at meetings of the Cabinet.

4. Specific roles of Portfolio Holders

- 4.1 advising, where appropriate, the Council, Cabinet and Scrutiny Committee on matters concerning the implementation, monitoring and performance of services, groups of services, initiatives and projects;
- 4.2 monitoring the performance of portfolio functions and activities to ensure corporate objectives and targets are achieved;
- 4.3 advising and consulting with officers on matters of significance for Council policy and its implementation;
- 4.4 representing the Council's views to other agencies, community interests and local media;
- 4.5 formally representing the Cabinet at meetings of the Scrutiny Committee;
- 4.6 liaising with other lead members and officers on strategic matters to ensure proper co-ordination, consistency and seamless delivery of services within Council policy;
- 4.7 chairing, from time to time, meetings of members and officers and with Council partners;
- 4.8 assisting in the development of work programmes, Forward Plans and the setting of agendas;
- 4.9 presenting and reporting issues to the Council, its Committees and Members' seminars;
- 4.10 being consulted where appropriate as part of any decision-making processes within their portfolio which have been delegated to officers; and

4.11 being consulted where appropriate on any matters of urgency which an officer need to act upon prior to a member decision.

CHAIRMAN of the SCRUTINY COMMITTEE

1. General Responsibilities

- 1.1 The Chairman of the Scrutiny Committee is responsible for the effective management and running of the Committees' business. This involves:-
- (a) directing the Committee's work programmes;
 - (b) the effective management of Committee deliberations; and
 - (c) maintaining a public image of effective scrutiny of the Council's business and other matters brought before the Committee.
- 1.2 The Chairman is expected to identify areas for inclusion in the Committee's work programme and to ensure that Committee Members are taking part at all stages in deliberations.
- 1.3 Using the Committee's agreed work programme, the Chairman shall have responsibility for assisting the Member Services Manager and Scrutiny Officer in the preparation of the agenda for meetings of the Committee.

2. Specific duties include:

- 2.1 To chair meetings of the Committee.
- 2.2 To present to the Cabinet or Council, as appropriate, reports of individual scrutiny/policy reviews following the completion of such review.
- 2.3 To present and monitor progress in respect of the Committee's work programme, including reports to full Council.
- 2.4 To receive decisions and relevant papers from the Cabinet.
- 2.5 To consider requests for items to be considered by the Cabinet.
- 2.6 In conjunction with the Member Services Manager and Scrutiny Officer, to lead Members in the drawing up of terms of reference for individual scrutiny/policy reviews.
- 2.7 In conjunction with the Vice-Chairman to give initial consideration to first draft reports of the Committee's scrutiny/policy reviews.
- 2.8 In conjunction with the Vice-Chairman to determine appropriate means of inviting and involving public comment and representations on matters under scrutiny or review.
- 2.9 In conjunction with the Vice-Chairman to ensure appropriate expert and specialist advice is made available to the Committee, including the use of advisory groups and non-voting co-optees.

- 2.10 To commission appropriate research based on Committee decisions.
- 2.11 To determine, in conjunction with the Member Services Manager and Scrutiny Officer, arrangements for special meetings of the Committee.
- 2.12 To ensure Committee Members benefit from appropriate training and development to deal effectively the Committee's business.
- 2.13 To focus on external bodies in accordance with national guidance.
- 2.14 To carry out the duties identified in the job description for Councillors.

VICE-CHAIRMAN of the SCRUTINY COMMITTEE

1. General Responsibilities

- 1.1 The Vice-Chairman of the Scrutiny Committee is responsible for supporting the Chairman in the effective management and running of the Committee's business.
- 1.2 In the absence of the Chairman, the Vice-Chairman will chair Committee meetings and conduct its business. This involves:-
 - (a) directing the Committee's work programme;
 - (b) the effective management of Committee deliberations; and
 - (c) maintaining a public image of effective scrutiny of the Council's business and other matters brought before the Committee.
- 1.3 The Vice-Chairman is expected to support the Chairman in identifying areas for scrutiny and ensuring that Committee members are taking part at all stages in deliberations.

2. Specific duties include:

- 2.1 To support the Chairman and, in the absence of the Chairman, to chair meetings, conduct the Committee's business and present scrutiny/policy review reports to the Cabinet or Council, as appropriate.
- 2.2 To receive decisions and relevant papers from the Cabinet.
- 2.3 In conjunction with the Chairman and Member Services Manager and Scrutiny Officer, to lead Members in drawing up terms of reference for individual scrutiny/policy reviews for submission to the Committee.
- 2.4 In conjunction with the Chairman, to determine appropriate means of inviting and involving public comment and representations on matters under scrutiny or review.
- 2.5 In conjunction the Chairman, to give initial consideration to first draft reports of the Committee's scrutiny/policy reviews.
- 2.6 In conjunction with the Chairman, to ensure appropriate expert and specialist advice is made available to the Committee, including the use of advisory groups and non-voting co-optees.
- 2.7 In conjunction with the Chairman, to commission appropriate research based on Committee decisions.
- 2.8 To carry out the duties identified in the job descriptions for Councillors.

MEMBERS of the SCRUTINY COMMITTEE

1. General Role and Responsibilities

1.1 The general role of a member of the Scrutiny Committee is to:-

- (a) Ensure that the Council meets the needs of local people;
- (b) Improve future performance and achieve Best Value;
- (c) Make explicit the required performance of services;
- (d) Check whether desired results are being achieved;
- (e) Identify errors in policy, implementation, and procedures;
- (f) Enable action to be taken when things go wrong;
- (g) Enhance accountability by demonstrating successes and highlighting problems;
- (h) Maximise value for money; and
- (i) Enhance Councillor and public involvement in the scrutiny/policy review process.

1.2 Scrutiny Committee members will fulfil these duties by:-

- (a) Monitoring Service delivery/performance;
- (b) Monitoring and assisting in the development of budgets;
- (c) Scrutinising policy outcomes;
- (d) Scrutinising and reviewing policies, practices and internal controls;
- (e) Developing new thinking on policies, strategies and procedures; and
- (f) Holding Cabinet members accountable for their decisions.

1.3 The principles by which members of Scrutiny Committee will operate, and which will underpin their work, are:-

- (a) Be user focused and evidence based;
- (b) Take account of public views;
- (c) Be an independent process, being both apolitical and separate from the Cabinet ;
- (d) No members should scrutinise their own decisions or areas of responsibility;
- (e) Members will avoid conflicts of interest; and
- (f) Be inquisitive rather than inquisitorial; identify ways of improving rather than seeking to blame.

2. Specific duties include:

2.1 Broadly speaking, the specific duties of a Scrutiny Committee Member will include:-

- (a) To carry out the functions of the Committee in accordance with the Council's constitution.

- (b) To be actively involved in the development and review of the Committee's work programme.
- (c) To impartially challenge and evaluate the actions of the Cabinet both before and after actions are taken by:-
 - (i) questioning the basis for decisions;
 - (ii) ensuring the policies proposed are consistent with the Council's aims and objectives and the needs of the community;
 - (iii) ensuring that the views of the non-Cabinet members and the wider community are taken into account by the Cabinet; and
 - (iv) making recommendations for further action of amendments to the Cabinet or full Council.
- (d) To consider and investigate policy issues and make recommendations to the Cabinet or the Council.
- (e) To review and monitor performance and operational effectiveness in service areas and themes.
- (f) To assist in the development and prioritisation of budgets and service plans, in accordance with Council's Corporate Plan.
- (g) To serve on Working Groups established by the Committees to carry out detailed work and themes.
- (h) To be proactive in seeking information about, and to be aware of:-
 - (i) all Council activities, including existing and new policies, procedures and key issues; and
 - (ii) the information and management of the Council's budget.
- (i) To be aware of national developments and best practice relating to scrutiny/policy review and to keep the effectiveness of the process under review.
- (j) To participate in specific training provided for the scrutiny/policy review function.
- (k) To carry out the duties identified in the job description for Councillors.

COMMITTEE CHAIRMAN

*(This Job Description **excludes** the Standards Committee, and Scrutiny Committee. Although aimed at the other formal Committees, it does also apply to working parties.)*

1. General Responsibilities

- 1.1 The Chairman of a Committee is responsible for the effective management of the Committee's business. In addition to the specific duties below, this involves:-
- (a) ensuring the overall effectiveness of the Committee, including agenda planning;
 - (b) maintaining a public image that the work of the Committee is effectively managed; and
 - (c) ensuring that Committee Members are fully involved in the deliberations of the Committee.

2. Specific duties include:

- 2.1 To have a working knowledge of the Council's relevant policies and strategies and ensure he/she is sufficiently and effectively briefed on matters coming before the Committee.
- 2.2 To chair meetings of the Committee in accordance with the principles of decision-making in the Constitution, and with regard to any other statutory, constitutional or procedural requirements.
- 2.3 To present to the Cabinet, Committees or Council any reports of the Committee.
- 2.4 To act where appropriate, as an external spokesperson and representative of the Committee if required.
- 2.5 To monitor progress in respect of any work programmes or performance targets for the Committee, and report as necessary.
- 2.6 Where specified by the Constitution, to act as a consultee for any functions of the Committee which have been delegated to officers.
- 2.7 To liaise with the Leader, portfolio holders and the Chairman of other committees, as necessary, to ensure the proper coordination of Council business.
- 2.8 To ensure appropriate expert and specialist advice is made available to the Committee.

- 2.9 To consider requests for items to be considered in cases of special urgency.
- 2.10 To determine arrangements for special meetings of the Committee.
- 2.11 To ensure Committee Members benefit from appropriate training and development to deal effectively with the Committee's business.
- 2.12 To carry out the duties identified in the job description for Councillors.

GROUP LEADERS

1. Overview

- 1.1 The Council recognises the key leadership role played by the leaders of all groups on the Council, and the importance of their commitment to cross-party working.
- 1.2 In recognising this role, the Council will ensure that group leaders have access to appropriate support and advice from officers in accordance with the Protocol for Member/Officer Relations.

2. Specific duties include:

- 2.1 To provide leadership to their party group.
- 2.2 To ensure their group contributes effectively, positively and constructively to the Council's activities.
- 2.3 To instil a sense of responsibility and accountability amongst members of their group.
- 2.4 To assist in ensuring appropriate standards and levels of attendance are maintained and, in this respect, to act as the first point of reference for their group.
- 2.5 To act as the principal political spokesman for their group.
- 2.6 To represent their group as required, including as a consultee if required.
- 2.7 To nominate members of their group to serve on committees, working parties, panels and outside bodies in accordance with the political balance rules.
- 2.8 To act as a consultee if consultation with group leaders is required on any matter.
- 2.9 To encourage a culture of learning and development among Members of the Council, including the active participation of their group in briefings, seminars and training events, and to liaise with the officers in respect of specific needs of members of their group.
- 2.10 To carry out the duties identified in the job description for Councillors.