



KENT COUNTY COUNCIL

SELECTION AND MEMBER SERVICES COMMITTEE

AGENDA

Thursday, 1 December 2011, at 10.00 am
in the Darent Room, Sessions House, County Hall, Maidstone

Ask for: **Andrew Tait**
Telephone: **01622 694342**

Membership (9)

Conservative (7): Mr P J Homewood (Chairman), Mr P B Carter, Mr A J King, MBE, Mr K G Lynes, Mr B J Sweetland, Mr M J Whiting and Mrs J Whittle

Liberal Democrat (1): Mrs T Dean

Labour (1) Mr G Cowan

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

1. Substitutes
2. Declarations of Interests by Members in items on the Agenda for this meeting.
3. Options for new governance arrangements for Kent County Council (Pages 1 - 18)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services

Wednesday, 23 November 2011

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

From: Paul Carter – Leader of the Council
Geoff Wild – Director of Governance & Law

To: Selection and Member Services Committee - 1 December 2011
County Council – 15 December 2011

Subject: Options for New Governance Arrangements for Kent County Council

Summary: This report invites the Selection and Member Services Committee to consider and recommend to the County Council its preferred options for the introduction of revised governance arrangements, including the establishment of a number of Cabinet Committees and a single Overview and Scrutiny Committee.

Unrestricted

Introduction

1. (1) At its meeting on 20 October 2011, the County Council debated the proposal to develop a hybrid model of governance, drawing on what worked well in a traditional committee system of decision making whilst maintaining the executive model of a Leader and Cabinet for effective, timely and responsive decisions.

(2) It is recognised that for those Members who are not members of the Executive, their skills and knowledge acquired from vocational and life experience are not always fully utilised by the County Council. This hybrid model of governance is being proposed to provide the opportunity for every Member to use their diverse range of skills.

(3) There is now an exciting opportunity to develop a new hybrid model within the parameters of the existing legislation. It will provide strengthened policy development, more robust decision making and greater accountability of decision makers. A key outcome for the new model of governance is that the decision making process will be more open and transparent.

(4) The proposed Cabinet Committees will provide an important contribution to policy development. A policy development role would involve non-executive Members being able to debate the full range of advantages and disadvantages of particular options at an early stage, as policy options are developed and taken into the formal decision making process.

(5) Some of the key objectives of the new hybrid model of governance are to:

- streamline the committee infrastructure
- make the decision making process more robust and accessible
- support Cabinet Members to make more effective decisions

- provide non-executive Members with the opportunity to shape the County Council's policies and major decisions
- ensure the impact on the Members' Allowances Scheme is cost neutral

Developments since the County Council meeting on 20 October 2011

2. (1) A Democratic Services Transition Manager has been appointed to assist in the design and implementation of a new hybrid model of governance.

(2) This report expands on the options outlined in the report to the County Council on 20 October, as well as introducing further options that have arisen following consultation with Members of all political groups. It develops a range of options to enable the Committee to reach conclusions and make recommendations to the County Council on 15 December 2011, with a view to the implementation of the new hybrid model of governance on 1 April 2012.

Outstanding Issues on a Proposed New Hybrid Model for the County Council

Chairmanship of Cabinet Committees

3. (1) The Leader believes there should be a mixed economy of Chairmen for Cabinet Committees, including non-executive Members, Opposition Members, Deputy Cabinet Members and at least one chaired by a Cabinet Member, in order to see what impact this has and to review these arrangements after twelve months.

(2) Different views have been expressed by Members on who should Chair the proposed Cabinet Committees. Some Members feel that it would not be appropriate for the Cabinet Member to chair the Cabinet Committee, as key and significant decisions will be discussed by the Committee on which the Cabinet Member will subsequently take the decision and it would be inappropriate for the Cabinet Member to chair a meeting where they are in a position to direct and influence the Committee.

(3) Others have expressed the view that the committees should be chaired by the relevant Cabinet member, linking the Cabinet and the committee rather than separating them. This would also ensure the Cabinet members retained accountability and responsibility for taking members of the Council with them in relation to their portfolio proposals.

(4) The Leader's preference will test out all these suggestions.

Cabinet Committees Agenda

(4) This should be a shared responsibility between the non-executive Members of the Cabinet Committee, the Cabinet Member and relevant senior officers. This approach has been a well developed part of the existing process for the Policy Overview and Scrutiny Committees that enables a shared understanding of the priorities. Accordingly, the agenda for each committee will include any item that a Member of the committee wishes included on it,

provided it is relevant to the terms of reference of the committee and notice has been given at least nine days before the meeting.

Number of Cabinet Committees

(5) The Cabinet Committee structure should be aligned to the existing Cabinet Member portfolios with the exception of the three portfolios that cover the central support functions which will be amalgamated into the Policy & Resources Cabinet Committee.

- Policy and Resources
- Social Care and Public Health
- Education
- Communities
- Environment Highways and Waste
- Economic Development

(6) It is important to ensure that in operating a new model of governance, the significant priorities for the County Council are not lost. With that in mind and particularly the activity around the Children's Social Services Improvement Plan, the Corporate Parenting Panel will be retained.

Future role of Cabinet Meetings

(9) Officers have undertaken an analysis of decisions taken by the collective Cabinet and individual Cabinet Members during the period 1 April to 31 October 2011. This indicates that a total of 100 decisions were made, 3 by the collective Cabinet, 89 by an individual Cabinet Member and 8 were joint Cabinet Member decisions.

(10) This clearly demonstrates that the vast majority of decisions are taken by individual Cabinet Members and consideration therefore needs to be given to the future role of the Cabinet, the frequency of Cabinet meetings or, indeed, the requirement to hold regular or frequent Cabinet meetings at all.

(11) Initially the intention is to reduce the number of Cabinet meetings in a calendar year to five, to coincide with the number of meetings proposed for the Cabinet Committees. Proposed meetings of the Cabinet would be held in January, April, June, September and December. In December, the Cabinet sets out its Autumn Budget Statement and in January the Cabinet recommends the budget to the County Council for approval. A reduction to five meetings in a calendar year would enable the Cabinet to focus on the major strategic issues. It would fundamentally alter the way the business of the County Council is programmed from policy development, business planning, the Budget/Medium Term Financial Plan, the Forward Plan of Key Decisions, etc. If approved, these proposals would impact on the supporting infrastructure led by the Corporate Management Team. As experience grows and the new system is established, the frequency of Cabinet meetings can be reviewed.

(12) Attached as **Appendix 1** are the Member role descriptions for the Leader of the Council, the Deputy Leader of the Council, a Cabinet Member, and Deputy Cabinet Member with suggested amendments to reflect the greater

involvement of these office holders in the management and operation of the Council.

Proposed Addition to Duty and Responsibility in the Job Role Description for the Leader of the Council

“12. To lead and direct the Cabinet Members in working closely with the Corporate Management Team and senior managers of every function aligned to their portfolio to ensure that operationally the Council is providing an effective service to the residents of Kent”

“13. To work closely with Cabinet Committees in enabling them to contribute to policy development and decision making.”

Proposed Additional Duties and Responsibilities for the Deputy Leader of the Council and Cabinet Members

“To work closely with the Corporate Management Team and other senior managers of every function aligned to their portfolio to ensure that operationally the Council is providing an effective service to the residents of Kent”

“To assist the Leader in keeping under review the organisation and management processes of the Council including the democratic structures”

“To work closely with Cabinet Committees in enabling them to contribute to policy development and decision making.”

Proposed Additional Duties and Responsibilities in the Job Role Descriptions for the Deputy Cabinet Members

“To support the Cabinet Member in working closely with the Corporate Management Team and other senior managers of every function aligned to their portfolio to ensure that operationally the Council is providing an effective service to the residents of Kent”

“To assist the Leader and Cabinet Member in keeping under review the organisation and management processes of the Council including the democratic structures”

“To assist the Leader and Cabinet Member to work closely with Cabinet Committees in enabling them to contribute to policy development and decision making.”

(13) Any suggested amendments to the job descriptions for elected Members will need to be submitted to the Independent Remuneration Panel and Standards Committee for comment and approval prior to being recommended for final approval by the County Council.

Frequency and size of Cabinet Committees

(14) The Cabinet Committees should be closely linked to the meetings of the Cabinet and will consist of a maximum of 12 Members distributed across all the political groups and including the independent Member.

(15) The rules of proportionality do not apply to the Cabinet Committees and the Leader is free to vary proportionality as he sees fit, for instance, by allowing the Labour Group a seat on all of the Cabinet Committees, to ensure maximum cross-party involvement. Opposition Group Members very much welcome the opportunity to be involved in the proposed Cabinet Committees, which they view as a positive step forward.

(16) Therefore provision will be made in the Constitution specifying that the proportionality rules will apply to the Cabinet Committees, subject to their being a minimum of one Member from each political Group on every Cabinet Committee.

Should the Proposed Cabinet Committees be public or private meetings?

(17) There is unanimity that there should be a presumption that all meetings of Cabinet Committees will be public and webcast so that they are as accessible as possible to Kent residents. There will, however, be occasions when it will be necessary and appropriate for a Cabinet Committee to move into private session, as is the case now for the Cabinet and Committees of the Council.

Should Cabinet Committees be permitted to co-opt other individuals onto them?

(18) Cabinet Committees will have the ability to invite individuals/organisations to attend meetings in order to assist them, subject to the agreement of the Chairman and Cabinet Member.

Future of Informal Member Groups

(19) There are inevitably occasions when it is useful to establish an Informal Member Group to undertake a short time limited task and finish project. However, given that IMGs meet in private and are not subject to the access to information rules of ordinary committees, this does tend to contradict one of the stated intentions of the hybrid scheme, namely to promote transparency and, therefore, will not be permitted. There will, therefore, be no IMGs permitted under the new scheme, with Select Committees being used instead for specific items of detailed work (see below).

Future of Select Committees

(20) Members who have served on Select Committees all agree that this has been one of their most rewarding experiences as elected Members. Members from all political groups have worked together as a team in looking at topics in depth and prepared reports of high quality, which have helped to shape policy. They have provided Members with the opportunity to use their experience and skills to deliver important and significant outcomes for the

residents of Kent. The only change that is proposed to the current arrangements is to allow both Cabinet Committees and the Overview and Scrutiny Committee to establish Select Committees. Clearly, this would have resource implications and there would be a need for Cabinet and the Overview and Scrutiny Committee to carefully plan and co-ordinate the work programmes.

Proposed Implementation of the New Hybrid Model of Governance

4. It is proposed that the implementation of the new hybrid model of governance will take effect on 1 April 2012. This is a challenge for the Council but can be achieved if the Committee is able to reach conclusions and make precise and detailed recommendations to the Council on 15 December 2011 and 29 March 2012.

Cabinet Committees

5. (1) Initially, it is proposed that these Committees work on a pattern of 5 meetings in each calendar year. The suggested pattern for meetings is January, April, June, September and November, to fit with the proposed Cabinet meetings cycle.

(2) Given the suggested functions that will be aligned to each of the Cabinet Committees, it is likely that the Policy and Resources, Education and Social Care and Public Health Cabinet Committees will need additional meetings, which may then be compensated by fewer meetings of the other Cabinet Committees. Certainly, the number of Cabinet functions within the remit of the proposed Policy and Resources Cabinet Committee is very demanding and may not be achievable in a 5 meeting programme of meetings in a calendar year. As with all these proposals, there will be the opportunity to review as the new system becomes established.

(3) The decision making processes from beginning to end with no delays in any part of the decision making process takes 16 days. This assumes that:

- the report contains all the necessary information on which the formal decision can be based
- staff in the Democratic Services publish the report immediately it is received from the report author
- the Cabinet Member takes the decision on the earliest available date
- Democratic Services publish the notice of a decision immediately after it is taken by the Cabinet Member
- the decision is implemented 5 working days after the decision has been taken, assuming the overview and scrutiny call in process has not been exercised

(4) With all decisions to be considered by a Cabinet Committee or through an agreed mechanism in between meetings, the process of decision making will be elongated unless Cabinet Members working with Corporate Management Team structure the business of the Council in such a way that this fits into the cycle of 5 meetings of a Cabinet Committee in a calendar year. From the analysis of decisions taken by Cabinet Members during the last 6

months, Bryan Sweetland is making weekly decisions on grants of Members made in accordance with the Members Highways Fund. This merits further exploration as to whether this can be streamlined.

Mechanism for Cabinet Committee consideration and a Cabinet Member Decision outside the Cabinet Committee cycle of meetings

6. (1) There will inevitably be occasions when a decision needs to be taken by a Cabinet Member in between meetings of the relevant Cabinet Committee. One suggestion is that a Cabinet Committee is established without portfolio (similar to the Scrutiny Board) which will consider these decisions. All Members of the relevant Committee would be notified of any such decisions and would be able to attend these meetings or alternatively submit their views in writing for consideration by the Committee/Cabinet Member.

(2) An alternative might be that each Cabinet Committee can be brought together or act “virtually” to consider a decision report and endorse or make recommendations to the Cabinet Member as and when required. However, as mentioned above, IMGs do not meet in public so if this option was chosen it would not be as open and transparent.

(3) A more preferable option might be for the relevant Cabinet Committee Chairman and spokespersons to be consulted prior to a decision being made with sufficient time to express their views on the proposed decision, with the decision being reported for information to the following meeting of the relevant Cabinet Committee.

(4) Whatever mechanism is chosen, the proposed changes to the decision making process and the introduction of Cabinet Committees will require report authors to ensure that their reports are sufficiently complete and contain all the detail which the Cabinet Member will need in order to take their decision.

Provision for Taking Urgent Decisions

7. (1) The provision for taking urgent decisions should be used as a matter of last resort and only if action is required to be taken on a matter before the next meeting of the relevant Cabinet Committee.

(2) The suggested rules for the taking of an urgent decision based on a model of Cabinet Committees are as follows:

“(1) If a decision has to be taken or implemented for reasons of urgency before the procedures set out in xxxxxx have been completed, it may be taken and implemented provided that:

(a) the Chairmen and Spokespersons of the relevant Cabinet Committee and the Overview and Scrutiny Committee have been consulted (unless the circumstances render this impractical) and

(b) both the relevant Senior Manager and (in the case of a Key Decision that ought to be included in the Forward Plan) the Chairman and Spokespersons of the relevant Cabinet Committee and the

Chairman and Spokespersons of the Overview and Scrutiny Committee (the call in Committee) agree that the making of the decision is urgent and cannot reasonably be deferred until after the next diaried meeting of the relevant Cabinet Committee

(2) *If the Chairman and Spokespersons of the relevant Cabinet Committee and the Chairman and Spokespersons of the Overview and Scrutiny Committee are unable to act, the Chairman or Vice Chairman of the Council may be consulted and determine the request instead.*

(3) *The reasons why it was not practical to comply with the relevant procedures and the agreement and any comments of the relevant Senior Manager and Chairmen and Spokespersons of the relevant Cabinet Committee and the Overview and Scrutiny Committee must be included and published in the written statement of the decision.*

(4) *The Leader shall report quarterly to the Council giving details (including particulars of the matters in respect of which decisions were made) of any Key Decision that was taken as an urgent matter during the previous three months.”*

Overview and Scrutiny

8. (1) Under the new hybrid model of governance, with decisions to normally be considered by one of the six Cabinet Committees prior to the relevant Cabinet Member formally taking the decision, it is envisaged that the number of call-ins to be considered by the proposed Overview and Scrutiny Committee will be diminished.

(2) Under section 21 of the Local Government Act 2000, the County Council must have at least one Overview and Scrutiny Committee, with powers to:

(a) require the Leader, Cabinet Members and senior officers to attend before it and answer questions.

(b) Question and gather evidence from any person (with their consent)

(c) Appoint one or more sub-committees to discharge any of its functions

(3) As mentioned in the report to the Council on 20 October 2011, the Overview and Scrutiny Committee should be made up of Members who are not members of any of the Cabinet Committees. This is to ensure the complete separation of executive and scrutiny roles and maintain a single, independent scrutiny function. In subsequent conversations with Members, this division of responsibilities between Cabinet Committees and Overview and Scrutiny is supported.

Crime and Disorder Committee

(4) Section 19 of the Police and Justice Act 2006 (which came into force on 30 April 2009) requires all local authorities to identify a Crime and

Disorder Committee. Under the existing governance framework of the County Council this function is discharged by the Customer and Communities Policy Overview and Scrutiny Committee functioning as the Crime and Disorder Committee.

(5) With the proposed dissolution of the existing Overview and Scrutiny suite of committees, the Crime and Disorder Committee function will be undertaken by the proposed Overview and Scrutiny Committee.

Flood Risk Management

(6) A local authority that operates executive arrangements and is a lead local flood authority (which Kent is), must include arrangements to review and scrutinise the exercise by risk management authorities of flood risk management functions or coastal erosion risk management functions which may affect the local authority's area. This function has been included in the proposed Overview and Scrutiny Committee terms of reference and may even be established as a separate committee of that committee.

Police and Crime Panel

(7) The Police Reform and Social Responsibility Act 2011 brings in new structural arrangements for national policing, strategic police decision-making, neighbourhood policing and policing accountability. Principal among these changes will be the election of police and crime commissioners, the first of which will take place in November 2012.

(8) Other than through the ballot box by local people, police and crime commissioners will be held to account by a Police and Crime Panel. The Police and Crime Panel is a scrutiny body that exists to scrutinise the Police and Crime Commissioner, to promote openness in the transaction of police business and also to support the Police and Crime Commissioner in the effectiveness of their functions.

(9) Police and Crime Panels will have a number of formal roles:

- review the draft Policing and Crime Plan
- publicly scrutinise the Commissioner's Annual report
- review and scrutinise decisions and actions by the Police and Crime Commissioner
- review and veto the Commissioner's proposed precept levels

(10) Discussions are taking place with our partner colleagues in Borough and District Councils and Medway Council as to who would be best placed to lead the Police and Crime Panel for Kent. It is proposed that work is commenced to establish the Police and Crime Panel in shadow form.

Procedure Rules

9. The proposed terms of reference and Procedure Rules to reflect the dissolution of the existing Overview and Scrutiny Suite of committees and their

replacement with the Cabinet Committees and a single Overview and Scrutiny Committee will be prepared in time for approval by the Council at its meeting in 29 March 2012.

Other Committees – Executive Advisory Boards

10. (1) There was reference made in the report before Council in October to Executive Advisory Boards such as the Gypsy and Traveller Advisory Board, and the School Organisation Advisory Board being subsumed into one of the proposed Cabinet Committees.

(2) All the quasi-judicial committees, such as Planning Applications and Regulation would remain. It is also proposed to retain the Governance & Audit Committee (in order to provide a useful check and balance on the functions of the Council and the regime of internal audit), as well as the Superannuation Fund Committee, Selection and Member Services Committee, Personnel Committee, Electoral and Boundary Review Committee and the Independent Remuneration Panel. A report on the future of the ethical standards regime come forward in the New Year, once the implications of the Localism Act 2011 have been fully considered and proposals developed.

Impact on the Members' Allowances Scheme

11. (1) One of the pre-requisites of the hybrid scheme is to ensure that its impact on the Members' Allowances Scheme is cost neutral. The proposed new governance arrangements will require changes to be made to the Members' Allowances Scheme and time will need to be allowed for the proposals to be considered by the Independent Remuneration Panel and for the Panel to report to the full Council setting out its recommendations. A report will be submitted to the Independent Remuneration Panel for consideration early in the New Year once the County Council has decided on its preferred governance structure.

Relationship between Corporate Management Team and Cabinet Committees

12. (1) The Corporate Management Team's role and relationship with the Cabinet Member and Cabinet Committees will be pivotal to the success of the proposed new Governance arrangements

(2) What is likely to emerge is closer working between the Corporate Management Team and elected Members, and in particular the greater involvement of Cabinet Members in the operational decisions of the Council to ensure effective service delivery.

(3) Under the hybrid scheme, the Corporate Management Team will have an important role in embedding the new governance arrangements within the culture of the Directorates. The way that the Cabinet and the Corporate Management Team currently operate will change. For example, for a Cabinet Committee to be effective it will require the same information in a report as the Cabinet Member will have to base their decision on. Timely, free-flowing information and excellent communication between the Corporate Management

Team, Cabinet and Members generally will be key to the success of the proposed Cabinet Committees.

Conclusions

13. (1) The proposed new governance arrangements create an opportunity for all non-executive Members to make a significant contribution to the policy development, decision making process and performance management of the County Council.

(2) Should the County Council decide to adopt the new hybrid model of governance, there will be a significant impact for both Members and officers in terms of knowledge, preparation and operation of the new system.

(3) Other strands of activity already underway include:

- The opportunity to simplify the Constitution and the suite of governance framework documents
- Further development of the Forward Plan of Key Decisions to ensure that entries include the timescale for both Key and significant decisions and when the proposed decision will be considered by the Cabinet Committee
- Ensuring that the approved Model Report template is used for every report that will lead to a decision being taken. It will be this report that the relevant Cabinet Committee will consider and comment on prior to the decision being taken by the Cabinet Member
- Involvement of Local Members – it is essential that the introduction of the new governance framework reinforces the necessity for consultation and involvement with relevant Local Members of activity taking place within their electoral division
- Scheme of Officer Delegations – to ensure that the scheme is appropriate for the new governance infrastructure and to embed record keeping of decisions taken by officers exercising delegated powers

(4) The Democratic Services Transition Manager is working with the Head of Internal Communications and the Learning and Development Manager to ensure that staff across the County Council are aware of the impending new governance arrangements.

(5) Working with the Learning and Development Manager the new governance framework will be built into the new Kent Manager Programme recently launched for all managers. Bespoke training methods including e-learning webinars and briefings and other training events will be arranged on an ongoing basis to ensure that the transition from the existing model of governance to the new is as seamless as possible.

Recommendations

14. The Selection and Member Services Committee is asked to comment and note the Leader will take forward recommendations to the County Council on 15 December:

- (a) on the proposed dissolution of the existing suite of Overview and Scrutiny Committees and its replacement with Cabinet Committees and a single Overview and Scrutiny Committee
- (b) the implementation date for the new governance arrangements
- (c) the number, size and frequency of Cabinet Committees
- (d) the membership, proportionality and co-option rules for Cabinet Committees
- (e) who should Chair each Cabinet Committee
- (f) Who should set the agendas of each Cabinet Committee
- (g) the terms of reference and the Procedure Rules for each Cabinet Committee
- (h) the provisions for sub-committees, Select Committees and IMGs
- (i) what mechanism should be established for dealing with Cabinet urgent decisions in between Cabinet Committee meetings
- (j) the size of the Overview and Scrutiny Committee, who should Chair the Committee, its terms of reference and Procedure Rules
- (k) on the Executive Advisory Boards that should remain and those that can be subsumed into a Cabinet Committee
- (l) the new Member role descriptions for the Leader of the Council, the Deputy Leader of the Council, the Cabinet Member and Deputy Cabinet Member
- (m) the relationship between CMT and Cabinet

Note:

- (a) the ongoing work on the Constitution and other constitutional framework/operational documents and
- (b) the arrangements for embedding the new arrangements in the County Council and the training of Members and officers to ensure a smooth transition to the new governance arrangements

MEMBER ROLE DESCRIPTIONS

LEADER OF THE COUNCIL

Responsible to: Kent County Council

Role Purpose: to take full responsibility for all the functions of the County Council which the Council does not reserve for itself (as required by legislation), appointing a Cabinet and providing overall leadership and direction to the Council)

Main Duties and Responsibilities

1. To manage and lead the work of the Cabinet and to chair meetings of the Cabinet.
2. To lead the Cabinet in decision making and make executive decisions that are not exercised by other Cabinet Members or officers.
3. To work closely with Cabinet Members to ensure the development of effective Council policies and the delivery of high quality services (reflecting the principles of Best Value) to local people.
4. To be the focus for leading the Kent community.
5. To represent the Council at national and local level, on outside bodies or in partnership with other agencies.
6. To lead the Cabinet's work in:
 - providing strategic direction to the Council by identifying a vision, corporate objectives and priorities for services;
 - providing a lead on the development of corporate policies and strategies;
 - using the Council's objectives and priorities to drive the development of services and budget process;
 - seeing continuous improvement by establishing the appropriate culture within the Council and associated systems;
 - monitoring performance;
 - ensuring probity and financial monitoring;
 - keeping under review the organisation and management processes of the Council, including the democratic structures; and
 - developing, in consultation and partnership with others, a strategy for providing the social, economic and environmental well-being of the County of Kent.
7. To act as the principal spokesperson for the Council:
 - promoting its work and acting as its principal political spokesperson;
 - participating in consultation;
 - listening to, and taking account of, the views of organisations, the public and businesses; and
 - representing the Council at all appropriate levels.
8. To consult with and be accountable to non-executive Members.
9. To appear before, and respond to reports of, Overview and Scrutiny bodies.
10. To monitor the effectiveness of service delivery and the appropriateness of policy across the County and account for the efficient and effective delivery of services and functions within Council policies and budgets.

11. To work with the Managing Director on a regular basis in relation to the strategic vision and direction of the Council, the management roles of officers and the development and effective delivery of policy issues.

“12. To lead and direct the Cabinet Members in working closely with the Corporate Management Team and senior managers of every function aligned to their portfolio to ensure that operationally the Council is providing an effective service to the residents of Kent”

DEPUTY LEADER OF THE COUNCIL

Responsible to: The Leader of the Council

Role Purpose: To deputise for the Leader as required and to be the Council's main representative and spokesman on the delegated area of responsibility.

Main Duties and Responsibilities

1. To participate in the Cabinet in respect of all areas of work, including making certain individual executive decisions within the areas of responsibility
2. To act as the Spokesman and advocate for the Council in respect of the delegated area of responsibility and on a wider basis as the Leader may require or in his absence.
3. To lead the development of the Council's Policy Framework within the area of responsibility and make recommendations to the Cabinet.
4. To provide guidance to the Cabinet on the management and implementation of functions in relation to activities within the area of responsibility
5. To give guidance to the Cabinet on budget priorities within the areas of responsibility
6. To ensure the delivery of policy through officers and monitor performance against agreed objectives within the defined area of responsibility
7. To assist the Leader in keeping under review the organisation and management processes of the Council; including the democratic structures.
8. To appear before, and respond to reports of, Overview and Scrutiny bodies
9. To lead the process of continuous improvement and responsiveness of Council services within the areas of responsibility
10. To ensure that activities within their areas of responsibility take proper account of the Council's vision, core values and guiding principles
11. To represent the Council at national and local level, on outside bodies or in partnership with other agencies
- 12 “To work closely with the Corporate Management Team and other senior managers of every function aligned to their portfolio to ensure that operationally the Council is providing an effective service to the residents of Kent”
- “13. To work closely with Cabinet Committees in enabling them to contribute to policy development and decision making.”

CABINET MEMBER

Responsible to the Leader of the Council

Role Purpose: To undertake portfolio responsibilities as delegated by the Leader and be the Council's main representative and spokesman on their

delegate areas of responsibility, determining the defined area of activity for Deputy cabinet Members (if allocated) as appropriate.

Main Duties and Responsibilities

1. To participate in the Cabinet in respect of all areas of work, including making certain individual executive decisions within the defined area of responsibility and contributing to debate and strategic decision-making as part of the Cabinet as a whole
2. To act as the spokesman and advocate for the Council in respect of the area of responsibility.
3. To lead the development of the Council's policy framework within the defined area of responsibility and make recommendations to the Cabinet as appropriate.
4. To provide guidance to the Cabinet on the management and implementation of functions in relation to activities within the defined area of responsibility.
5. To give guidance to the Cabinet on budget priorities within the defined area of responsibility.
6. To ensure the delivery of policy through officers and monitor performance against agreed objectives within the defined area of responsibility.
7. To assist the Leader in keeping under review the organisation and management processes of the Council; including the democratic structures.
8. To work constructively and in an open and transparent way with backbench and Opposition Members, and Officers to ensure that the process of overview and scrutiny is appropriate, effective and proportionate
9. To appear before, and respond to reports of, Overview and Scrutiny bodies.
10. To lead the process of continuous improvement and responsiveness of Council services within the defined area of responsibility.
11. To ensure that activities within the defined area of responsibility take proper account of the Council's vision, core values and guiding principles.
12. To represent the Council at national and local level, on outside bodies or in partnership with other agencies.
13. "To work closely with the Corporate Management Team and other senior managers of every function aligned to their portfolio to ensure that operationally the Council is providing an effective service to the residents of Kent"
14. "To work closely with Cabinet Committees in enabling them to contribute to policy development and decision making."

DEPUTY CABINET MEMBER

Responsible to: The Cabinet Member

Role Purpose: To support the work of their Cabinet Member and to be the Council's member champion for their areas of special responsibility.

Main Duties and Responsibilities

1. To support the Cabinet Member in respect of all activities connected with the area of special responsibility.
2. To act as the Member champion and spokesman for the area of special responsibility both within and outside the Council.

3. To support the Cabinet Member in the development of the Council's policy framework within the area of special responsibility and make recommendations to the Cabinet Member on the making of executive decisions.
4. To support the Cabinet Member in monitoring the management and implementation of functions in relation to activities within the area of special responsibility.
5. To give guidance to their Cabinet Member on budget priorities within the area of responsibility.
6. To ensure the delivery of policy through officers and monitor performance against agreed objectives within the defined area of responsibility.
7. To assist the Leader in keeping under review the organisation and management processes of the Council; including the democratic structures.
8. To work constructively and in an open and transparent way with backbench and Opposition Members, and Officers to ensure that the process of overview and scrutiny is appropriate, effective and proportionate
9. To appear before, and assist the Cabinet Member to respond to reports of Overview and Scrutiny bodies.
- 10 To support the Cabinet Member in driving forward the process of continuous improvement and responsiveness of Council services within the area of special responsibility.
11. To ensure that activities within their areas of responsibility take proper account of the Council's vision, core values and guiding principles.
12. To represent the Council at national and local level, on outside bodies or in partnership with other agencies, as agreed with the Cabinet Member.
13. "To support the Cabinet Member in working closely with the Corporate Management Team and other senior managers of every function aligned to their portfolio to ensure that operationally the Council is providing an effective service to the residents of Kent"
14. "To assist the Leader and Cabinet Member to work closely with Cabinet Committees in enabling them to contribute to policy development and decision making."

CHAIRMEN OF CABINET COMMITTEES

Responsible to Kent County Council

Role Purpose: To lead the effective consideration of Cabinet Member decisions and to facilitate the Committee to endorse or make recommendations to the Cabinet Member prior to the decision being taken. Consider and make comment to the Cabinet and Cabinet Member on the development of County Council policy and review the performance of the Council in relation to its policy objectives and performance targets.

1. To ensure that the work of the Cabinet Committee (and any sub Committee and Informal Groups that may be established if there is a business need) are at all times conducted in a positive manner and in the interests of the Council and the people of Kent.
2. To work constructively and in an open and transparent way with the Executive Members and Officers
3. To assist the Council and Executive in the development of the policy framework and budget by an in-depth analysis of policy issues in the area/s for which they have special responsibility

4. To encourage and enhance community participation in the development of policy options in the areas for which they have special responsibility

5. To support the work of the Cabinet Committee in ensuring the effective operation of the Committee in their areas for which they have special responsibility which will.....

- examine and review proposed decisions to be made by the Cabinet Member(s) for the areas in which they have special responsibility
- Question the Cabinet Member(s) and senior officers for the areas in which the Committee has special responsibility about their decisions and performance, whether generally in comparison with service plans and targets

(Note: Do we need a separate role description for Chairman of Cabinet Committees?)

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