

From: Paul Carter – Leader of the Council
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To: Standards Committee – 7 March 2012

Subject: Member Role Descriptions and New Governance Arrangements for Kent County Council

Summary: This report invites the Independent Remuneration Panel and Standards Committee to consider a new Role Description for the Chairman of the Cabinet Committees and amended Role Descriptions for the Leader, Deputy Leader and Cabinet Members

Unrestricted

Introduction

1. (1) At its meeting on 15 December 2011, the Council agreed to implement new governance arrangements from 1 April 2012 designed to:

- (a) streamline the committee infrastructure
- (b) make the decision making process more robust and accessible
- (c) support Cabinet Members to make more effective decisions and
- (d) provide non-executive Members with the opportunity to shape the County Council's policies and major decisions
- (e) have a cost neutral impact on the Members' Allowances Scheme

(2) The County Council also agreed at this meeting to the deletion of the Managing Director post.

Impact of the Proposed New Governance Arrangements on the Role of the Leader, Deputy Leader and Cabinet Members

2. (1) The significant new aspect to the governance arrangements is the introduction of six new Cabinet Committees, which embrace all the executive functions of the County Council

(2) To reflect these new arrangements and the consequential changes to Member roles for the Leader, Deputy Leader and Cabinet Members, some suggested changes have been made to the Member role descriptions contained within the Council's Constitution.

(3) Proposed amendments to the Role Descriptions for the Leader, Deputy Leader and Cabinet Members are attached at **Appendix 1** for the Panel and Committee's consideration.

Proposed Job Descriptions for Chairmen of Cabinet Committees

3. **Appendix 1** also includes a proposed Role Description for the post of Cabinet Committee Chairman.

Recommendation

4. The Independent Remuneration Panel and Standards Committee are asked to consider these proposed changes to Member Role Descriptions and make any recommendations to the Selection and Member Services Committee on 14 March and County Council on 29 March 2012.

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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, 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 lead and direct the Cabinet Members in working closely with the Corporate Management Team and Senior Managers of every function aligned to their portfolios 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 work closely with Cabinet Committees in enabling them to contribute to policy development and decision making

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 governance 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 Senior Managers of every function 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 governance 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, 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 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 governance 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 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.

CHAIRMAN OF A CABINET COMMITTEE

Responsible to Kent County Council

Role Purpose:

1. To lead the effective consideration of Cabinet Member decisions
2. To facilitate the Committee to endorse or make recommendations to the Cabinet Member prior to a decision being taken
3. To consider and make comment to the Cabinet and Cabinet Member on the development of County Council policy
4. To review the performance of the Council in relation to its policy objectives and performance targets.

Main Duties and Responsibilities

1. To ensure that the work of the Cabinet Committee is 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 Cabinet Members and Officers
3. To assist the Council and Cabinet in the development of the Policy Framework and Budget by an in-depth analysis of policy issues in the areas for which they have responsibility

4. To encourage and enhance community participation in the development of policy options in the areas for which they have 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 responsibility which will:
 - examine and review proposed decisions to be made by Cabinet Members for the areas in which they have responsibility
 - Question Cabinet Members and senior officers for the areas in which the Committee has responsibility, regarding their decisions and performance, whether generally or in comparison with service plans and targets.