

Part 3

Responsibility for Functions

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Section 1 - Introduction

The Council is required to maintain a schedule of functions showing which committee or officer is responsible for taking a decision in respect of a particular Council function or activity.

The Council has adopted a cabinet and leader model of decision-making in accordance with the Local Government Act 2000. In general, this model of decision-making means that:

- the determination of the Council's policy framework (major policies and strategies) and budget (revenue and capital budgets and Council tax setting) and constitutional and quasi legislative functions are the responsibility of the full council (all 60 members of Council);
- regulatory functions such as licensing or planning and related enforcement actions are not executive responsibilities, and therefore these decisions cannot be taken by the Cabinet. These decisions are taken by other committees such as Local Committees, Licensing or the Planning Committee;
- all other functions, which the Council has power to undertake, are the responsibility of the Cabinet

Under this model, the Council can decide whether the Cabinet or another committee shall be given responsibility for some functions. These are known as "Local Choice" functions and these are set out in **Section 3** of this Part. There also some functions and decisions which by law cannot be the responsibility of Cabinet.

Those functions (and decisions) which by law cannot be the responsibility of the Cabinet (i.e they are not executive decisions) are shown in **Section 2** of this Part. This also shows which committee has been given responsibility for each of these functions.

All other functions are the responsibility of the Cabinet. **Section 4** of this part shows which of these functions have been delegated by the Cabinet. This is known as the Executive Scheme of Delegation.

Section 5 shows all the decisions delegated to Council officers by the Council itself, other committees or the Cabinet.

Section 6 sets out the general terms of reference of all Council committees. Finally, **Section 7** sets out the roles and responsibilities of Members of the Council.

Section 2 – Council Functions

In addition to the functions reserved by law to full Council as set out in Article 4 of the Constitution, the following functions will also be the responsibility of Council:-

Elections			
No	Function	Functional Accountability	Officer Delegation
2.1	All functions and associated powers relating to electoral registration and the holding of elections	Council	Returning Officer
2.2	Making a request for single Member electoral areas	Council	Returning Officer
2.3	Duty to provide assistance at European Parliamentary Elections	Council	Returning Officer
2.4	Duty to divide electoral divisions into polling districts at local government elections	Council	Returning Officer
2.5	Power to make temporary appointments to parish council	Council	Returning Officer
2.6	Duty to appoint an electoral registration officer.	Council	Returning Officer
2.7	Power to assign officers in relation to requisitions of the registration officer.	Council	Returning Officer
2.8	Functions in relation to parishes and parish councils.	Council	Returning Officer
2.9	Power to dissolve small parish councils.	Council	Returning Officer
2.10	Power to make orders for grouping parishes, dissolving groups and separating parishes from groups.	Council	Returning Officer
2.11	Power to change the name of a parish.	Council	Returning Officer
2.12	Duty to appoint returning officer for local government elections.	Council	Returning Officer
2.13	Powers in respect of holding of elections.	Council	Returning Officer
2.14	Power to pay expenses properly incurred by electoral	Council	Returning Officer

	registration officers.		
2.15	Power to fill vacancies in the event of insufficient nominations.	Council	Returning Officer
2.16	Duty to declare vacancy in office in certain cases.	Council	Returning Officer
2.17	Duty to give public notice of a casual vacancy.	Council	Returning Officer
2.18	Power to make temporary appointments to parish councils.	Council	Returning Officer
2.19	Power to determine fees and conditions for supply of copies of, or extracts from, elections documents.	Council	Returning Officer
2.20	Power to submit proposals to the Secretary of State for an order under section 10 (pilot schemes for local elections in England and Wales) of the Representation of the People Act 2000.	Council	Returning Officer

Licensing			
No	Function	Functional Accountability	Officer Delegation
2.21	Power to issue licences authorising the use of land as a caravan site ("site licences").	Licensing Committee	Corporate Director
2.22	Power to license the use of moveable dwellings and camping sites.	Licensing Committee	Corporate Director
2.23	Power to license hackney carriages and private hire vehicles.	Licensing Committee	Corporate Director
2.24	Power to license drivers of hackney carriages and private hire vehicles.	Licensing Committee	Corporate Director
2.25	Power to license operators of hackney carriages and private hire vehicles.	Licensing Committee	Corporate Director
2.26	Power to register pool promoters.	Licensing Committee	Corporate Director
2.27	Power to grant track betting licences	Licensing Committee	Corporate Director

Licensing cont'd ...			
No	Function	Functional Accountability	Corporate Director
2.28	Power to license inter-track betting schemes.	Licensing Committee	Corporate Director
2.29	Power to grant permits in respect of premises with amusement machines.	Licensing Committee	Corporate Director
2.30	Power to register societies wishing to promote lotteries.	Licensing Committee	Corporate Director
2.31	Power to grant permits in respect of premises where amusements with prizes are provided.	Licensing Committee	Corporate Director
2.32	Power to issue cinema and cinema club licences.	Licensing Committee	Corporate Director
2.33	Power to issue theatre licences.	Licensing Committee	Corporate Director
2.34	Power to issue entertainment's licences	Licensing Committee	Corporate Director
2.35	Power to license sex shops and sex cinemas.	Licensing Committee	Corporate Director
2.36	Power to license performances of hypnotism.	Licensing Committee	Corporate Director
2.37	Power to register premises for acupuncture, tattooing, ear-piercing and electrolysis.	Licensing Committee	Corporate Director
2.38	Power to license pleasure boats and pleasure vessels.	Licensing Committee	Corporate Director
2.39	Power to register door staff.	Licensing Committee	Corporate Director
2.40	Power to license market and street trading.	Licensing Committee	Corporate Director
2.41	Power to license night cafes and take-away food shops	Licensing Committee	Corporate Director
2.42	Power to license dealers in game and the killing and selling of game.	Licensing Committee	Corporate Director
2.43	Power to register and license premises for the preparation of food	Licensing Committee	Corporate Director
2.44	Power to license scrap yards.	Licensing Committee	Corporate Director
2.45	Power to license premises for the breeding of dogs.	Licensing Committee	Corporate Director

Licensing cont'd...			
No	Function	Functional Accountability	Officer Delegation
2.46	Power to license pet shops and other establishments where animals are bred or kept for the purposes of carrying on a business.	Licensing Committee	Corporate Director
2.47	Power to license zoos.	Licensing Committee	Corporate Director
2.48	Power to license persons for the keeping of dangerous wild animals.	Licensing Committee	Corporate Director
2.49	Power to license knackers' yards	Licensing Committee	Corporate Director
2.50	Power to license persons to collect for charitable and other causes.	Licensing Committee	Corporate Director
2.51	Power to grant consent for the operation of a loudspeaker.	Licensing Committee	Corporate Director
2.52	Power to grant a street works licence	Licensing Committee	Corporate Director
2.53	Power to approve meat product premises.	Licensing Committee	Corporate Director
2.54	Power to approve premises for the production of minced meat or meat preparations.	Licensing Committee	Corporate Director
2.55	Power to approve dairy establishments.	Licensing Committee	Corporate Director
2.56	Power to approve egg product establishments	Licensing Committee	Corporate Director
2.57	Power to approve fish products premises	Licensing Committee	Corporate Director
2.58	Power to approve dispatch or purification centres	Licensing Committee	Corporate Director
2.59	Power to approve factory vessels and fishery product establishments	Licensing Committee	Corporate Director
2.60	Power to register auction and wholesale markets	Licensing Committee	Corporate Director
2.61	Power to register motor salvage operators	Licensing Committee	Corporate Director

Licensing cont'd...			
No	Function	Functional Accountability	Officer Delegation
2.62	Power to issue licences to retail butchers' shops carrying out commercial operations in relation to unwrapped raw meat and selling or supplying both raw meat and ready-to-eat foods.	Licensing Committee	Corporate Director
2.63	Duty to keep register of food business premises.	Licensing Committee	Corporate Director
2.64	Power to register food business premises.	Licensing Committee	Corporate Director
2.65	Functions under the Licensing Act 2003.	Licensing Committee	Corporate Director
2.66	Functions under the Gambling Act 2005	Licensing Committee	Corporate Director

Planning & Rights of Way			
No	Function	Functional Accountability	Officer Delegation
2.67	Power to determine applications for planning permission.	Planning Committee	Corporate Director
2.68	Power to determine applications to develop land without compliance with conditions previously attached.	Planning Committee	Corporate Director
2.69	Power to grant planning permission for development already carried out.	Planning Committee	Corporate Director
2.70	Power to decline to determine application for planning permission.	Planning Committee	Corporate Director
2.71	Duties relating to the making of determinations of planning applications.	Planning Committee	Corporate Director
2.72	Power to determine application for planning permission made by a local authority, alone or jointly with another person.	Planning Committee	Corporate Director

Planning & Rights of Way cont'd			
No	Function	Functional Accountability	Officer Delegation
2.73	Power to make determinations, give approvals and agree certain other matters relating to the exercise of permitted development rights.	Planning Committee	Corporate Director
2.74	Power to enter into agreement regulating development or use of land (if related to a planning application and not likely to have a substantial, district-wide impact).	Planning Committee	Corporate Director
2.75	Power to issue a certificate of existing or proposed lawful use or development.	Planning Committee	Corporate Director
2.76	Power to serve a completion notice.	Planning Committee	Corporate Director
2.77	Power to grant consent for the display of advertisements.	Planning Committee	Corporate Director
2.78	Power to authorise entry onto land.	Planning Committee	Corporate Director
2.79	Power to require the discontinuance of a use of land.	Planning Committee	Corporate Director
2.80	Power to serve a planning contravention notice, breach of condition notice or stop notice.	Planning Committee	Corporate Director
2.81	Power to issue an enforcement notice.	Planning Committee	Corporate Director
2.82	Power to apply for an injunction restraining a breach of planning control.	Planning Committee	Corporate Director
2.83	Power to determine applications for hazardous substances consent, and related powers.	Planning Committee	Corporate Director
2.84	Power to require proper maintenance of land.	Planning Committee	Corporate Director
2.85	Power to determine application for listed building consent, and related powers.	Planning Committee	Corporate Director
2.86	Power to determine applications for conservation area consent.	Planning Committee	Corporate Director

Planning & Rights of Way cont'd			
No	Function	Functional Accountability	Officer Delegation
2.87	Duties relating to applications for listed building consent and conservation area consent.	Planning Committee	Corporate Director
2.88	Power to serve a building preservation notice, and related powers.	Planning Committee	Corporate Director
2.89	Power to issue enforcement notice in relation to demolition of unlisted building in conservation area.	Planning Committee	Corporate Director
2.90	Powers to acquire a listed building in need of repair and to serve a repairs notice.	Planning Committee	Corporate Director
2.91	Power to apply for an injunction in relation to a listed building.	Planning Committee	Corporate Director
2.92	Power to execute urgent works.	Planning Committee	Corporate Director
2.93	Powers relating to the preservation of trees.	Planning Committee	Corporate Director
2.94	Powers relating to the protection of important hedgerows.	Planning Committee	Corporate Director
2.95	Powers relating to Building Regulations.	Planning Committee	Corporate Director
2.96	Power to create footpath or bridleway by agreement under the Town and Country Planning Act and the Highways Act 1980	Planning Committee	Corporate Director
2.97	Power to create footpaths and bridleways under the Town and Country Planning Act and the Highways Act 1980	Planning Committee	Corporate Director
2.98	Power to extinguish footpaths and bridleways under the Town and Country Planning Act and the Highways Act 1980	Planning Committee	Corporate Director

Planning & Rights of Way cont'd			
No	Function	Functional Accountability	Officer Delegation
2.99	Power to determine application for public path extinguishment order under the Town and Country Planning Act and the Highways Act 1980	Planning Committee	Corporate Director
2.100	Power to divert footpaths and bridleways under the Town and Country Planning Act and the Highways Act 1980	Planning Committee	Corporate Director
2.101	Power to make a public path diversion order under the Town and Country Planning Act and the Highways Act 1980	Planning Committee	Corporate Director

Standards			
No	Function	Functional Accountability	Officer Delegation
2.102	To advise the Council on the adoption or revision of its Code of Conduct. To monitor and advise the Council about the operation of its Code of Conduct in the light of best practice, changes in the law, guidance from the Standards Board and recommendations from case tribunals under Section 80 of the Local Government Act 2000	Standards Committee	Monitoring Officer
2.103	To ensure that all Members of the Council have access to training in all aspects of the Members Code of Conduct, that this training is actually promoted, and that Members are aware of the standard expected from other Councils under the code.	Standards Committee	Monitoring Officer
2.104	To support and encourage Parish and Town Councils and their Members in their adherence to the Code of Conduct.	Standards Committee	Monitoring Officer

Standards cont'd...			
No	Function	Functional Accountability	Officer Delegation
2.105	Functions relating to standards of conduct of Members under any relevant provision of, or regulations made under, the Local Government Act 2000	Standards Committee	Monitoring Officer

Miscellaneous Functions			
No	Function	Functional Accountability	Officer Delegation
2.106	Duty to approve authority's statement of accounts, income and Expenditure and balance sheet or record of receipts and payments (as the case may be).	Audit Committee	None
2.107	Terms and Conditions of Staff - S112 of the Local Government Act 1972.	Council	Chief Officers
2.108	Functions relating to the name and status of local government areas and individuals including powers under section 74,75, 249 and 245b of the Local Government Act 1972.	Council	None
2.109	Power to make, amend, revoke or re-enact bye-laws or promote or oppose local or personal Bills.	Council	None
2.110	Functions relating to local government pensions etc.	Council	None
2.111	Power to make payments or provide other benefits in cases of maladministration.	Council	See schedule in Section 5
2.112	Power to make and amend Standing Orders including those for contracts	Council	None
2.113	Duty to make arrangements for proper administration of financial affairs etc	Council	Finance Director

Miscellaneous Functions cont'd....			
No	Function	Functional Accountability	Officer Delegation
2.114	Power to appoint officers for particular purposes (appointment of “proper officers”)	Council	None
2.115	Power to make closing order with respect to take-away food shops	Licensing Committee	Corporate Director
2.116	Duty to designate officer as the monitoring officer and to provide staff etc	Council	None
2.117	Power to make an order identifying a place as a designated public place for the purposes of police powers in relation to alcohol consumption	Local Committees	None
2.118	Functions relating to Health and Safety at work under “any relevant statutory provision” within the meaning of part 1 of the Health and Safety at Work etc Act 1974, to the extent that those functions are discharged otherwise than in the council’s capacity as employer	Council	All Chief Officers
2.119	Appointment of officers as required under the Officer Employment Procedure Rules set out in part 4/8 of the constitution.	Council	See schedule in Section 5

Section 3 – Local Choice Functions

“Local Choice” Functions – those functions where the Council can decide which body shall be responsible for the function – Regulation 3(1) of and Schedule 2 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (SI 2000 No.2853) as amended (membership of the bodies listed as decision takers is shown in section 6 of this part)

No	Function	Functional Accountability	Officer Delegation
3.1	Any function under a local Act other than a function specified or referred to in regulation 2 or Schedule 1 of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended).	Cabinet	As set out in the Schedule in Section 5
3.2	Any function relating to contaminated land.	Cabinet	As set out in the Schedule in Section 5
3.3	The discharge of any function relating to the control of pollution or the management of air quality.	Cabinet	As set out in the Schedule in Section 5
3.4	The service of an abatement notice in respect of a statutory nuisance.	Cabinet	As set out in the Schedule in Section 5
3.5	The passing of a resolution that Schedule 2 to the Noise and Statutory Nuisance Act 1993 should apply in the authority’s area.	Cabinet	As set out in the Schedule in Section 5
3.6	The inspection of the authority’s area to detect any statutory nuisance.	Cabinet	As set out in the Schedule in Section 5
3.7	The investigation of any complaint as to the existence of a statutory nuisance.	Cabinet	As set out in the Schedule in Section 5
3.8	The obtaining of information under section 330 of the Town and Country Planning Act 1990 as to interests in land; and the	Cabinet	As set out in the Schedule in Section 5

	obtaining of particulars of persons interested in land under section 16 of the Local Government (Miscellaneous Provisions) Act 1976.		
3.9	The appointment of any individual: (a) to any office other than an office in which he/she is employed by the Council; (b) to any body other than - (i) the Council; (ii) a joint committee of two or more authorities; or (c) to any committee or sub-committee of such a body, and the revocation of any such appointment.	Cabinet	As set out in the Schedule in Section 5
3.10	The determination of an appeal against any decision made by or on behalf of the authority other than under the Council's employment procedures.	Cabinet	As set out in the Schedule in Section 5
3.11	The making of agreements with other local authorities for the placing of staff at the disposal of those authorities	Cabinet	As set out in the Schedule in Section 5

Section 4 – Executive Functions

The Cabinet is responsible for all those functions of the Council not reserved for Council as set out in Article 4 or listed in Section 2 of this Part of the Constitution as functions which cannot be the responsibility of the Cabinet. It is also responsible for those “local choice” functions listed as its responsibility in section 3 of this Part of the Constitution.

- 1 Cabinet** - The functions to be undertaken by the Cabinet itself include:
 - 1.1 To co-ordinate the policy objectives of the Council, monitor progress towards the corporate objectives, and give Local Committees strategic direction.
 - 1.2 To approve policies and strategies, including those listed under portfolios in 2a of this section, with the exceptions of those policies the Council decides shall be reserved to the Council to approve (“the policy framework”).
 - 1.3 To make recommendations to the Council on the Council’s key priorities and policy framework.
 - 1.4 To agree core minimum standards for service delivery.
 - 1.5 To agree corporate priorities and objectives for consideration by the Council; to monitor performance and review the priorities and objectives annually; and to prepare an annual report on the performance achieved by the Council during the previous year.
 - 1.6 To consider referrals from Local Committees on matters which have major policy or resource implications.
 - 1.7 To agree the policy and guidelines for all grants made by the Council.
 - 1.8 To approve Compulsory Purchase Orders.
 - 1.9 To agree waivers of, or exemptions to, Contract Procedure Rules (where not delegated to officers).
 - 1.10 To agree policies in respect of the Council’s regulatory functions – licensing, planning etc where these are not reserved for Council.
 - 1.11 To consider and agree the response to the District Auditor’s Management Letter and other external reports.
 - 1.12 To make appointments to outside bodies for executive functions.
 - 1.13 To keep under review the Council’s financial affairs and receive reports from the Section 151 Officer (Chief Financial Officer) on matters for which

he/she is responsible.

- 1.14 To recommend the Capital Programme, revenue budget and the levels of Council Tax, and housing rent.
- 1.15 To agree resource allocation procedures and processes, including service planning and performance review arrangements.
- 1.16 To prepare, monitor and review the Human Resources Strategy, and the policies that comprise the strategy.
- 1.17 To take decisions on budgetary matters, including budget virements, within the budgetary framework agreed by the Council and in accordance with the Financial Procedure Rules.
- 1.18 To write off irrecoverable debts over £10,000 in value.
- 1.19 To approve strategic disposals and acquisitions including leases and sales of land valued in excess of £10,000.
- 1.20 To approve policies and guidelines for Treasury Management.
- 1.21 To approve the Annual Members' Training and Development Policy and Programme, and other matters relating to members support.
- 1.22 To approve the Council's Emergency Planning arrangements.
- 1.23 To approve policies relating to travellers and gypsy sites.
- 1.24 To approve car parking policy and charges.
- 1.25 To agree fees and charges (where not delegated to officers) with the exception of charges for personal licences and registrations.

2 Delegation of Executive Functions - The Cabinet is able to delegate its functions to:

2(a) Individual members of the Cabinet

2(b) Local Committees

2(c) Officers

and the functions delegated are shown in the sections below.

2a Individual Members of the Cabinet - Each Member of the Cabinet shall:-

- if allocated one by the Leader of the Council, hold a portfolio for part of the council's activities, such as one or more services or cross-cutting issues, and steer the preparation, development and implementation of policies and plans relevant to the portfolio.

- develop an annual programme of work to deliver the relevant Council objectives, and liaise with relevant officers to bring forward items and monitor progress, using policy development groups as appropriate.
- monitor the performance of the services within their portfolio (if applicable) including financial control and/or bring issues of underperformance to the attention of the Cabinet.
- consider requests from the Scrutiny Panel to undertake ad hoc reviews of policy within the remit set by the Scrutiny Panel and report back on the findings, attending that Panel as requested.
- represent the Council as required on issues relating to the portfolio (if applicable), including briefing the media as appropriate, and be the spokesperson for the portfolio in consultation with the Leader
- develop and maintain effective consultation with all members of the Council, partner bodies and outside organisations, and take account of their views when making decisions.
- organise representation on relevant outside bodies as required.
- take decisions within the remit of their portfolio (if applicable) as follows:-
 - Approving changes and revisions to policies and plans within approved budgets and the policy framework
 - Authorising the award of a tender for a contract, which is not the lowest, subject to having received a report from the appropriate officer and being within approved budgets, and to agree contract extensions in excess of £50,000 subject to also being within approved budgets.
 - Approving revenue budget virements within their areas of activity between £10,000 and £20,000 per budget head in any one financial year or across areas following consultation with appropriate officers
 - Responding to consultation documents issued by Government or other bodies in line with Council policy and publishing such responses to all members of the Council
 - Dealing changes to service delivery where the budget impact is between £20,000 and £50,000
 - Approving, where necessary, the making of any submissions for external funding/support in excess of £50,000 which achieve the delivery of the Council's corporate objectives

- Agreeing a variation in Council charges outside of the annual review of charges where such a variation supports and delivers the Council's corporate objectives
- Making nominations to Cabinet recommending appointments to outside bodies within their remit in consultation with the Leader
- Exercising any power as delegated by the Cabinet, which is within the Cabinet's power to delegate
- To invite a member of the relevant Policy Group to attend a meeting of an external body on his/her behalf and report back to the Cabinet member on the outcome.
- Leading the development of effective partnership working with other agencies and being responsible for ensuring the Council's objectives within specific partnerships are met

Decisions taken by Cabinet members shall be recorded and publicised prior to, and after, being taken unless the decision is agreed to be an urgent decision in line with the Access to Information Rules of this Constitution. Urgent decisions will be publicised once the decision has been taken. All decisions shall be taken in consultation with the relevant officers and subsequently listed for information on the next agenda for the Cabinet. Key decisions shall not be taken by Cabinet members, other than on the grounds of urgency and with the agreement of the Overview and Scrutiny Committee Chairman.

Additional Delegation to the Leader of the Council - The Leader of the Council shall be able to take any decision on behalf of a portfolio holder for any reason, and decide which portfolio holder shall lead on an issue if it falls within more than one service or which does not fall within the remit of any of the portfolio holders.

2 b Local Committees - Each local committee may undertake the following executive functions within their area:

- Provide local community leadership.
- Oversee capital schemes to include budgetary control in cases where this has been delegated by the Cabinet.
- Approve appointments to outside bodies.
- Make recommendations on service improvements or innovative ways of working.

- Approve land sales up to the value of £10,000.
- Agree expenditure from within budgets delegated to the local committee.

The following matters shall be referred to the Cabinet: matters of policy which have district wide significance, matters that affect more than one area, expenditure not covered by an approved budget or within the capital programme

2c Officers – Executive delegations are set out in Section 5 – Officer Scheme of Delegation

Section 5 – Officer Scheme of Delegation

1. This scheme of delegation authorises the Chief Executive, the Directors and the Assistant Chief Executive to exercise the functions of the Council as set out in this section. It repeals and replaces all previous schemes of delegation.
2. This scheme is without prejudice to the exercise of the Council's functions by the Council, the Cabinet, and the Council's Committees, Sub-Committees and Panels. The powers delegated to officers originate from the preceding sections of Part 3 and therefore the Scheme should be read in conjunction with those provisions.
3. For the purposes of this scheme “the directors” means the corporate and service directors whose job title and areas of responsibility are set out in sub-section A. An “officer” means the Chief Executive, the directors or any officer who has been given delegated authority in accordance with paragraph 5.
4. Members have the right to ask for a matter to be considered by a Committee even though it may have been delegated to an officer. Officers may also occasionally refer matters to a Committee where they consider the subject matter to be particularly sensitive and would better be decided by members.
5. Where an officer has been given delegated authority to undertake a function the officer shall have the authority to further delegate that responsibility to another officer within their Directorate or Service. This further delegation must:-
 - (i) be in writing, dated and signed by the officer delegating the authority;
 - (ii) specifically identify the post to which functions have been delegated;
 - (iii) specifically identify the functions which have been delegated; and
 - (iv) identify any conditions (if any) to which the delegation is subject.
6. A copy of all delegations authorised by this provision must be provided to the Member Services Manager within seven days of being made.
7. The officer who has been given delegated authority under this scheme retains concurrent jurisdiction to act in those matters where that officer has further delegated any authority to undertake any function.

8. The Chief Executive shall have all the powers delegated to the directors and shall be able to exercise those powers in the place of that director. Further, in the event of any dispute or doubt as to the delegated powers of any director, the Chief Executive shall have the authority to determine which director is to exercise that power.

9. The functions shown in this section describe various delegated powers and are broken down into four main categories:-
 - Sub-Section A – Director Responsibilities
 - Sub-Section B – General Scheme
 - Sub-Section C – Specific Scheme
 - Sub-Section D – Proper Officer Provisions

10. From time to time it may be necessary to take an urgent decision in respect of either an executive or non-executive matter. In those circumstances, the Chief Executive is authorised to take urgent decisions following consultation with the Leader of the Council and the relevant portfolio holder in respect of executive matters and the Chairman (or Vice Chairman) of Council or the relevant committee in respect of non-executive functions. An urgent decision is one that is considered to be necessary to protect the interests of or for advancing the business of the Council. All urgent decisions will be reported to the next appropriate meeting of Council, Cabinet or the relevant committee.

11. Where legislation specifically referred to in the Scheme is amended or replaced by new legislation and in the event that the powers contained in the new legislation are substantially the same as those which it replaces then it shall be deemed that the relevant authority delegated in the schedule applies as if the new legislation had been specifically referred to as regards that relevant authority.

12. All the delegations within this scheme should be interpreted widely to aid the smooth running of the organisation, the effective deployment of resources, the efficient delivery of services and the achievement of the Council's aims and ambition. For the avoidance of doubt, the following principles will also apply:-
 - 12.1 the delegations included in this Scheme shall include the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of the power, duty or responsibility;
 - 12.2 in the event of there being an authorised change to the organisational structure by the Chief Executive resulting in a change to the title, role or responsibilities of any officer mentioned in this Scheme, then the Monitoring

Officer will make such consequential amendments to the Scheme to take into account that change;

12.3 where any new power is given to the Council which does not fall within this Scheme of Delegation, the exercise of that power shall be undertaken by the relevant director or the Chief Executive until such time as the Council has allocated responsibility;

12.4 advice and guidance regarding this Scheme shall be obtained from the Monitoring Officer in the first instance but where there are outstanding queries of interpretation, these will be determined by the Chief Executive; and

12.5 if there is any consequential change required to the Scheme by either paragraphs 11 or 12.3, then the Monitoring Officer is authorised by virtue of this paragraph to make those changes.

OFFICER SCHEME OF DELEGATION
Sub-Section A - Chief Executive and Directors areas of responsibility

Post	Areas of responsibility
<p>Chief Executive</p>	<ul style="list-style-type: none"> • the chief executive will be the head of paid service for purposes of Section 4 (1) of the Local Government and Housing Act 1989 • as head of paid service he/she will have overall responsibility for the management of the Council within the policies currently adopted by the Council and will:- <ul style="list-style-type: none"> - have authority over all other employees, the effective organisation of employees and the staffing levels within the Council's overall budget; and - ensure the most efficient and effective delivery of service as specified by the Council to meet the Council's aims and objectives • the chief executive will be the proper officer for all statutory purposes unless otherwise determined by him/her • he/she will generally take action in relation to the overall corporate management and operational responsibilities of the Council. • he/she will exercise all the powers delegated to the directors unless there is a legal or professional impediment. • he/she will take urgent decisions in accordance with the provisions of paragraph 10 of this Section 5. • he/she will deal with applications made by the Police under Part 4 of the Anti-Social Behaviour Act 2003 seeking the Council's consent to the making of Dispersal Orders.
<p>Corporate Director – Finance and Resources</p> <p>assisted by relevant Heads of Service within the directorate</p>	<ul style="list-style-type: none"> • the corporate director will be the officer responsible for the administration of the Council's financial affairs for the purposes of Section 151 of the Local Government Act 1972 • he/she will participate in the corporate management of the Council • he/she will direct and manage those services and

	<p>resources as are allocated to him/her by the Chief Executive ensuring the most efficient and effective delivery in support of the Council's corporate goals</p> <ul style="list-style-type: none"> • he/she will ensure that the Council meets its statutory obligations in these areas.
<p>Corporate Director – Operations, Environment and Community</p> <p>assisted by relevant service directors within the directorate</p>	<ul style="list-style-type: none"> • he/she will participate in the corporate management of the Council • he/she will direct and manage those services and resources as are allocated to him/her by the Chief Executive ensuring the most efficient and effective delivery in support of the Council's corporate goals • he/she will ensure that the Council meets its statutory obligations in these areas • he/she will in consultation with the Assistant Chief Executive and the Chairman or Vice Chairman of the Licensing Committee be authorised to suspend Hackney Carriage and /or Private Hire drivers licences under Section 61 of the Local Government (Miscellaneous Provisions) Act 1976 (as amended) immediately, if in their opinion it is in the interest of public safety that the suspension should have immediate effect, such suspension to last until the day after the next meeting of the Driver's Panel.
<p>Service Director – Sustainable Development</p> <p>assisted by relevant Heads of Service within the directorate</p>	<ul style="list-style-type: none"> • he/she will participate in the corporate management of the Council • he/she will direct and manage those services and resources as are allocated to him/her by the Chief Executive ensuring the most efficient and effective delivery in support of the Council's corporate goals • he/she will ensure that the Council meets its statutory obligations in these areas
<p>Assistant Chief Executive</p>	<ul style="list-style-type: none"> • be the Monitoring Officer for the purposes of Section 5 of the Local Government and Housing Act 1989

- he/she will direct and manage those services and resources as are allocated to him/her by the Chief Executive ensuring the most efficient and effective delivery in support of the Council's corporate goals
- he/she will authorise officers of the Council to appear before the Magistrates' Court or the County Court.
- he/she will institute, defend, conduct and settle civil or criminal legal proceedings including employment related claims.
- he/she will sign or authenticate documents, including contracts, property transactions, statutory notices, licences, permits, consents and certificates of registration of all kinds.
- he/she will discharge the Council's functions in relation to Freedom of Information and access to information (including acting as Qualified Person).
- he/she will, in consultation with the Chairman of the Licensing Committee be authorised to adjourn a Licensing Hearing in accordance with the Licensing Act 2003 (Hearing) Regulations 2005.
- he/she will be authorised to exercise powers to extend the time limits set out within the Licensing Act 2003 (Hearing) Regulations 2005.
- he/she will authorise Members attendance on courses and seminars.
- he/she will issue certificates of opinion in connection with politically restricted posts.
- he/she will ensure the Council meets its statutory obligations in these areas

Sub-Section B – General Scheme

1.	<p>Introduction: The Chief Executive and directors are authorised to take decisions and to act:</p> <ul style="list-style-type: none">(a) To discharge the functions allocated to them or dealt with by them or their staff.(b) In all matters in which they have managerial or professional authority unless there is a legal or professional impediment.
2.	<p>Administrative & Financial Matters The Chief Executive and directors may exercise discretion and use whatever means they consider appropriate to discharge those functions and implement those decisions, and to exercise their general and specific delegated powers to deliver agreed strategy, plans and policy within their area. This shall include but not exhaustively:</p> <ul style="list-style-type: none">(a) Incurring expenditure and collecting income in accordance with the Financial Procedure Rules.(b) Deploying land and premises and all other resources within their control.(c) Placing contracts and procuring other resources within or outside the Council in accordance with the Contract Procedure Rules. In consultation with the Assistant Chief Executive, to seek the opinion of Counsel or to appoint external solicitors provided the cost can be met from an appropriate budget.(d) Settling claims and disputes in consultation with the Assistant Chief Executive.(e) Submission of bids for funding or for providing services to other public bodies.(f) Signing and authenticating documents of all kinds.(g) To appoint suitably qualified “authorised officers / persons”, “approved officers / persons”, “inspectors” etc to carry out duties and exercise powers within that individual’s area of responsibility, including but not limited to:<ul style="list-style-type: none">(i) Entering and inspecting premises; and(ii) Taking action under the Specific Scheme of Delegation set out in

	<p>Sub Section C of this Scheme.</p> <p>(h) To issue and pursue legal proceedings and serve notices in respect of functions delegated to them.</p> <p>(i) To serve statutory notices, issue cautions and take enforcement action (including but not limited to the issue of fixed penalty notices).</p> <p>(j) To respond to any consultation from Government or any other body where the consultation period is such that a report to Cabinet or the appropriate committee is not feasible.</p> <p>(k) To attend or approve the attendance of an officer at any meeting, course or conference in accordance with the Council's development and learning programme subject to the cost being met from an approved budget.</p>
3.	<p>Human Resources Subject to the Officer Employment Procedure Rules, the delegated powers of the Chief Executive and directors include:</p> <p>(a) Power to determine staffing arrangements and structures within approved budgets subject to:</p> <p>(i) Agreement on grading/salary with the Head of Human Resources and Organisational Development;</p> <p>(ii) Conformance with approved Council policies and procedures; and</p> <p>(iii) Cabinet approval for structural changes which may have a significant impact on the customer or the corporate objectives.</p> <p>(b) Power to recruit, appoint, agree conditions of service, appraise, develop, manage and reward employees subject to compliance with Council policies and procedures.</p> <p>(c) Power to deal with voluntary severance, early retirement, redundancy and redeployment issues subject to compliance with Council policies and procedures.</p> <p>(d) Power to suspend, dismiss or take other disciplinary action and to deal with grievance, capability and sickness matters in accordance</p>

	<p>with the Council's policies and procedures.</p> <p>All of the above to be performed in consultation with the Head of Human Resources and Organisational Development where the decision is of a sensitive nature and/or has financial consequences to the Council. In the absence of the Head of Human Resources and Organisational Development, the directors will consult the Chief Executive.</p> <p>Notwithstanding the above, other officers can be authorised to deal with human resource matters and must carry them out in accordance with the Council's approved human resource policies</p>
4.	<p>Miscellaneous The delegated powers of the Chief Executive and the directors include:</p> <ul style="list-style-type: none"> (a) Making statutory determinations and orders, granting and refusing permissions, licences and consents, and issuing and serving statutory notices, licences, permits, consents and certificates of all kinds. (b) To make representations in respect of applications under the Licensing Act 2003 and Gambling Act 2005. (c) Submitting a planning application for development linked to their area of responsibility. (d) Service of requisitions for information under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976. (e) authorising directed surveillance under the Regulation of Investigatory Powers Act 1990 in accordance with the Council's corporate guidelines.

Sub-Section C – Specific Scheme of Delegation

C1	In addition to the powers given to the directors in Sub-Section B, these specific delegations also apply	
Corporate Director – Finance and Resources	C1.1	To deal with all matters and to exercise all discretions relating to the determination, administration and collection of non-domestic rates and Council Tax which are not reserved to Members, including the setting of the Council Tax Base under the Local Authorities (Calculation of Tax Base) Regulations 1992.
	C1.2	To discharge the Council’s functions relating to Council Tax and Housing Benefit, including measures to combat fraud.
	C1.3	To take all steps that are considered appropriate for the administration of the financial affairs of the Council.
	C1.4	To be responsible for all treasury management matters including the borrowing of money, management of investment funds, banking arrangements and to act in accordance with the CIPFA’s Code of Practice on Treasury Management in Local Authorities
	C1.5	To pay salaries, wages, honoraria and other gratuities.
	C1.6	Write off bad debts – unlimited value when by reason of insolvency and in accordance with the limits set out in the Financial Procedure Rules for all other reasons
	C1.7	<p>To carry out the following asset management services (subject to any financial limits in the Financial Procedure Rules):</p> <ul style="list-style-type: none"> ▫ To acquire and dispose of land and property, and to agree the grant and renewal of leases, mortgages and loans, easements and licences, the variation and relaxation of covenants and other miscellaneous property transactions. ▫ To vary the terms of, and grant consent under, any lease, licence or covenant ▫ To terminate mortgages, leases, tenancies and licences. ▫ To agree rent reviews. ▫ To take any necessary steps to protect the Council’s interest in its property.

	C1.8	To maintain an adequate and effective system of internal audit, as required under the Accounts and Audit Regulations 1996
	C1.9	To deal with all insurance matters, including the settlement of insurance claims
	C1.10	Housing which includes: <ul style="list-style-type: none"> ▫ Providing housing assistance, including but not limited to the provision of advice, and homelessness decisions. ▫ The allocation of housing. ▫ Taking any steps open to the Council in relation to privately owned dwellings, including but not limited to enforcing standards and dealing with grants.
Corporate Director – Operations, Environment & Community	C1.11	To discharge the Council’s functions (including but not limited to determining all consents, permissions and licences, and taking enforcement action) in relation to:
	C1.11a	Regulatory Services , which include: <ul style="list-style-type: none"> ▫ Environmental Health (including but not limited to environmental protection, health and safety, public health, clean neighbourhoods and control of dogs) ▫ All Licensing matters not reserved to the Licensing Committee, any Licensing Sub-Committee, a Corporate Director or the Assistant Chief Executive ▫ Building control ▫ Naming and numbering of streets ▫ Road closures for special events under the Police Clauses Act 1847
	C1.11b	Community safety and the reduction of crime and disorder
	C1.11c	Waste management and street scene which include: <ul style="list-style-type: none"> ▫ Waste collection ▫ Waste treatment / disposal ▫ Street cleansing ▫ Clean Neighbourhoods

		<ul style="list-style-type: none"> ▫ Untidy sites (S 215 Town & Country Planning Act 1990) ▫ Litter on land ▫ Abandoned vehicles ▫ Emergency services operational (salting and snow removal from public highways, debris / unsafe surface, oil removal from beaches) ▫ Maintenance and servicing of public toilets
	C1.11d	Parks, gardens, open spaces, trees and high hedges
Service Director – Sustainable Development	C1.12	To discharge the Council’s functions (including but not limited to determining all consents, permissions and licences, and taking enforcement action) in relation to:
	C1.12a	<ul style="list-style-type: none"> ▫ Town and Country Planning (as described in C2) ▫ Dangerous buildings ▫ Diversion of footpaths
	C1.12b	<ul style="list-style-type: none"> ▫ Economic development ▫ Regeneration ▫ Leisure facilities and events, including indoor and outdoor venues ▫ District promotion ▫ Markets
C2 Planning	<p>Development Control</p> <p>In this section, ‘application’ means any application for: planning permission (outline/full/reserved matters) including temporary permissions, renewal of unimplemented permissions and variation/removal of conditions; listed building consent; conservation area consent; advertisement consent; certificates of proposed or existing lawfulness, hazardous substances consent, prior approval applications under the General Permitted Development Order, applications by Essex County Council or Braintree District Council under the Town & Country Planning General Regulations and consultation on proposed development by statutory undertakers, Government Departments or in adjoining districts.</p>	
	C2.1	<i>Administration and Processing of Applications</i>

		<p>1.1 All aspects of processing applications submitted under the Town & Country Planning Act 1990 as amended, Planning (Conservation & Listed Buildings) Act 1990 as amended and the Hazardous Substances Act 1990, including <i>inter alia</i>: decisions to advertise applications in the press and on site; neighbour notification; statutory and non-statutory consultations, in accordance with statutory requirements and Council procedures.</p> <p>1.2 Decisions as to the validity of submitted applications.</p>
	C2.2	<p><i>Consideration of Submitted Applications</i></p> <p>2.1 Decisions to seek amendments to applications to achieve compliance with Council policy requirements of statutory consultees or in the interests of the area and affected third parties.</p> <p>2.2 Decisions as to the extent of further publicity and consultation on revised or amended applications.</p> <p>2.3 Decisions as to whether representations received raise material planning considerations.</p>
	C2.3	<p><u>Decisions on Submitted Applications</u></p> <p>3.1 Determinations as to whether planning permission is required under relevant legislation;</p> <p>3.2 Refusal of any application that in the view of the Service Director would be contrary to the relevant development plan, planning policy or Supplementary Planning Guidance adopted by the Council, except where a Member exercises his/her rights in accordance with subparagraph 3.3(e) below to ask for the application to be considered by the appropriate Committee.</p> <p>3.3 Determination of all other applications with the exception of the following:</p> <p>(a) all major applications within Development Codes 01Q to 12Q (inclusive), residential development within Development Codes 13Q, 17Q and 20Q, wind turbines and telecommunications development within Development Code 10 where at least one</p>

		<p>written representation that either satisfies subparagraph 2.3 above or that cannot be resolved by appropriate conditions, is contrary to the proposed decision of the Service Director;</p> <p>(b) applications where at least five written representations, or one written representation by a Parish or Town Council, that either satisfy subparagraph 2.3 above or that cannot be resolved by appropriate conditions, are contrary to the proposed decision of the Service Director;</p> <p>(c) approval of any application proposing development that, in the view of the Service Director, would be contrary to the relevant development plan, planning policy or Supplementary Planning Guidance adopted by the Council;</p> <p>(d) any application where prior to the expiration of the overall consultation period, a Member advises the Service Director, or his/her nominee, in writing and setting out reasons based on material planning considerations, that the Member wishes the application to be considered by the appropriate Committee;</p> <p>3.4 Authority to enter into suitable legal agreements under S106 of the Town and Country Planning Act, or agree payments in lieu where appropriate, on applications that can be determined by the Service Director under paragraph 3.3 above.</p> <p>3.5 Authority to sign decision notices on all applications (also delegated to the Head of Development and the Area Development Control Managers in the absence of the Service Director and the Head of Development).</p> <p>3.6 Authority to issue refusal notice or deemed refusal on an application that has been the subject of resolution to grant subject to a legal agreement, and where that agreement has not been completed within 6 months of the said resolution.</p>
	C2.4	<p>4. <u>Post Decision</u></p> <p>4.1 Decisions as to whether changes to an approved plan can be accepted as a minor amendment without a further application.</p>

		4.2 Approval or refusal of submissions to comply with conditions of any permission or consent.
	C2.5	<p>5. <u>Appeals</u></p> <p>5.1 The Service Director, or his/her nominee shall represent the Council for all planning and enforcement appeals, except where the Council has refused an application contrary to his/her recommendation. In such cases the Director, or his nominee, shall act in an advisory capacity to a nominated Member(s).</p> <p>5.2 Authority to instruct and appoint Counsel, solicitors, and consultants as necessary and subject to the Contracts Procedure Rules.</p>
	C2.6	<p>6. <u>Enforcement</u></p> <p>6.1 Authority to issue Enforcement Notices, Breach of Condition Notices, Listed Building Enforcement Notices, Conservation Area Notices, Stop Notices, Requisitions for Information, Planning Contravention Notices under the Town & Country Planning Act 1990 as amended and Planning (Listed Buildings and Conservation Areas) Act 1990 as amended for all breaches of planning legislation in accordance with the Council's adopted Enforcement Policy.</p> <p>6.2 Authority to prosecute the unauthorised display of advertisements, unauthorised works to a listed building, breach of tree preservation or Hedgerow Regulations, non-compliance where enforcement action has previously been authorised.</p> <p>6.3 Authority to take the appropriate enforcement action, including serving an injunction, where the Service Director, or his nominee, considers the circumstances to be urgent.</p> <p>6.4 Authority to vary steps required to comply with enforcement notices already authorised, including altering period required for compliance, service of further notices and withdrawal of notices.</p>

		<p>6.5 Authority to comment upon and represent the Council on applications for Goods Vehicle Operator Licences.</p> <p>6.6 The authority set out in paras. 6.1-6.5 is delegated to the Service Director, Head of Development and the Assistant Chief Executive or nominee in the absence of these officers.</p>
	C2.7	<p>7. <u>Other Planning Matters</u></p> <p>7.1 Authority to serve Building Preservation Notices.</p> <p>7.2 Authority to provide information and advice to Members of the public and professionals on all aspects of the planning service, including the need for permission and consent, and informal views on the acceptability of proposals. Such advice to be without prejudice to any formal decision of the Council as local planning authority</p>

Sub-Section D – Proper Officer Provisions

Legislation	Function	Proper Officer
<i>Local Government Act 1972</i>		
13(3)	Parish Trustee	Chief Executive
83(1) to (4)	Witness and receipt of Declarations of Acceptance of Office	Chief Executive
84	Receipt of Declaration of Resignation of Office	Chief Executive
88(2)	Convening of Meeting of the Council to fill casual vacancy in the office of Chairman	Assistant Chief Executive
89(1)(b)	Receipt of notice of casual vacancy from two local Government electors	Assistant Chief Executive
96(1)	Receipt of notices of pecuniary interest	Assistant Chief Executive
92(2)	Keeping records of disclosures of pecuniary interests under Section 94 and of notices under Section 96(1)	Assistant Chief Executive
115(2)	Receipt of money due from Officers	Corporate Director – Finance & Resources
146(1)(a)	Declarations and certificates with regard to securities	Corporate Director – Finance & Resources
151	Overall responsibility for the proper administration of the Council's financial affairs including the provision of a continuous internal audit	Corporate Director – Finance & Resources
191	Functions with respect to ordnance survey	Assistant Chief Executive
204(3)	Receipt of application for Licence under Schedule 2, Licensing Act, 1964 (replaces Clerk to Rating Authority)	Corporate Director – Operations, Environment & Community

Legislation	Function	Proper Officer
212(1) & (2)	Proper Officer to act as Local Registrar for Land Charges Act, 1925 ('proper officer' for this section as defined by Section 19 of that Act)	Service Director – Sustainable Development
225(1)	Deposit of documents	Assistant Chief Executive
228(3)	Accounts of 'any proper officer' to be open to inspection by any member of the authority	Corporate Director – Finance & Resources
229(5)	Certification of photographic copies of documents	Assistant Chief Executive
234(1) & (2)	Authentication of documents	Assistant Chief Executive
236(9)	To send copies of Byelaws for Parish records	Assistant Chief Executive
236(10)	To send copies of Byelaws to the County Council	Assistant Chief Executive
238	Certification of Byelaws	Assistant Chief Executive
248	Keeping Roll of Freeman	Assistant Chief Executive
Sch.12 Para. 4(2)(b)	Signature of summonses to Council Meetings	Chief Executive or nominee
Para.4(3)	Receipt of notices regarding address to which summons to Meetings is to be sent	Chief Executive or nominee
Sch.14 Para.13	For the purpose of Sections 152(1), 157, 158(1) and 163(1) of the Public Health Act, 1936	Corporate Director – Operations, Environment & Community
Para.25(7)	Certification of Resolutions under para. 25 of Schedule 14	Assistant Chief Executive
Sch.16 Para.28	Receipt of deposit of lists of protected buildings (Section 54(4) of the Town and Country Planning Act, 1971)	Service Director – Sustainable Development

Legislation	Function	Proper Officer
Sch.21 Para.66(1)	Consultation of District Council, where improvements of private street to include sewerage (Section 174(2) of the Highways Act, 1959)	Service Director – Sustainable Development
S.39 Representation of the People Act 1983	Registration of Electors	Chief Executive
S.47 National Assistance Act 1948	Removal to suitable premises of people in need of care and attention	Corporate Director – Operations Environment & Community

Section 6 – Committee Terms of Reference

THE CABINET

1.0 Introduction

The Cabinet is the key decision making body of the Council. The Cabinet is responsible for:

- Proposing the policy framework and budget to full Council and for implementing the Council's policy framework.
- All decisions which implement the Council's policy framework and budget. These can be taken collectively or delegated to individual members of the Cabinet, officers, committees of the Cabinet or devolved structures.
- The Leadership of the Council and giving focus to community planning and the search for Best Value.

2.0 Functional Responsibilities

- All decisions within the policy framework and budget
- Produce and maintain a four month plan of key decisions
- Monitor and review performance (BVPP)
- Monitor and review financial position
- Initiate Best Value reviews
- Agree and monitor Best Value review improvement plan
- Review policies in light of external changes
- Engage and establish a dialogue with local communities/groups to inform the decision and policy development process
- Annual review of charges within policy framework
- Create and develop a partnership approach with other organisations
- Monitor and review the overall effectiveness of the Council's activities

The Cabinet will ensure the effective use of the Council's major resources: Finance, Human Resources, Land and Buildings and Technology.

Propose to Council:

- the overall revenue and capital budgets (General Fund and Housing Revenue Account)

the level of Council tax (or any other form of local taxation) to be levied, and the level of Council housing rents.

The Cabinet will take steps to ensure that their decisions are guided by up-to-date information through consultation and dialogue with its communities and will actively disseminate information about its functions and activities. The Cabinet will deal with all issues which do not fall within the remit of Council or delegated to another Committee.

The Cabinet will take an overview of the overall effectiveness of the Council's activities and the quality/standards of service provided within the framework and processes of Best Value.

To establish and maintain a 4 month forward plan of anticipated key decisions.

3.0 Relationships with the Council and Other Committees

Proposals on any new policy or changes to current policy will be recommended to the Council for consideration and decision.

The work of the Cabinet will be reported to the Council Meeting.

To agree a 4 month forward plan of key decisions. The plan needs to take account of the workloads and resources available.

To establish groups to undertake specific tasks, agree the resource requirements with the proper officer, timescales and the terms of reference.

The Cabinet will receive advice, reports and minutes from relevant Committees and Groups etc.

LOCAL COMMITTEES: BRAINTREE, HALSTEAD AND WITHAM

1.0 Introduction

Each of the Local Committees will be responsible for all functions set out in paragraph 3.0 arising solely within their areas and are granted full delegated powers and responsibilities to deal with these functions within the Council's policies and guidance of the Cabinet.

2.0 Strategic Responsibilities - Local Committees

Each Committee will consider aspects of the Corporate Strategy relevant solely to its area. The Committees will contribute to the Council's Direction and Ambition and ensure that it is implemented effectively by:

- feedback from the community
- regular monitoring and review of service quality and performance
- the annual review of overall achievements
- contributing to the annual budget setting process
- providing leadership for its communities
- giving focus to local issues
- liaising and working with partner organisations on local issues

Each Committee will take steps to ensure that its decisions are guided by up-to-date information through consultation and dialogue with communities and disseminate information about its activities.

3.0 Areas of Responsibility

Each Committee will research, monitor and consider reports on the needs, quality of life and other relevant matters solely in its area including:-

Local Committees (8 weekly)

- Within its area, each Local Committee shall take decisions in respect of non-executive functions as listed in Section 2 of this Part 3 of the Constitution and take executive decisions as set out in Section 4 of this Part 3 of this Constitution. It may also take all other non-executive (regulatory) decisions required to be made by the Council and affecting its area only, which are not reserved to be taken by any other committee or the Council itself.
- Appointments to outside bodies
- Highway improvements including street naming and numbering.
- Environmental maintenance and management of the area
- Housing needs and housing land issues
- Housing public health issues
- Community and leisure issues of an area nature
- Quality of life and social economic and environmental wellbeing of the area
- Consultation and dialogue with all community interests
- Allocation of Area budget
- Approve sales of land up to the value of £10,000

4.0 Relationships with the Council and Other Committees

The work of the Local Committees will be reported to the Council or to the Cabinet (as appropriate).

The Committees will refer to any relevant decision making body any matters which:-

- seek to introduce new Council policy or replace/amend existing Council policy; or
- have corporate implications; or
- affect relationships with partner organisations

The Committees will refer to the Cabinet any appropriate matters outside their areas of responsibility, together with regular reports in order to monitor progress on any matters required by the Cabinet. The Committees will receive reports from other Groups as necessary.

The Committees may give guidance, advice or assistance to the Cabinet on appropriate functions or activities being carried out on the Cabinet's behalf. Any reference to the Overview and Scrutiny Committee will be through the Cabinet. The Committees will receive recommendations and reports from relevant Groups, where necessary.

5.0 Responsibilities which require referral to the Cabinet

1. Any recommendations in respect of the Council's overall strategy and policies.
2. Any matter with corporate implications, operational matters with corporate implications and any issue that impacts upon the Council's resources.
3. The establishment of any Groups and Sub-Committees to undertake specific tasks within an agreed timescale and terms of reference, which have an impact upon the Council's resources.
4. Requests to the Overview and Scrutiny Committee.
5. Expenditure not covered by an approved budget or within the approved capital programme.
6. Sales of land over £10,000

PLANNING COMMITTEE

1.0 Functional Responsibilities

Authority to act on behalf of the Council on:

- the Council's town and country planning and development control functions as detailed in Part A of Schedule 1 of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended)
- determination of all applications for planning permission, listed building consent and associated matters
- authorisation of all enforcement actions under town and country planning and allied legislation
- the making of orders for the creation, diversion and extinguishment of public rights of way, authority to confirm unopposed orders for the same and authority to decide not to confirm an order, authorisation of enforcement and other actions in relation to the protection of public rights, prevention of obstructions or damage to the highway and any other matters as may from time to time require determination by the Committee
- the Community Strategy
- the District Local Plan
- Planning issues with District- wide implications
- Overall planning policy guidance

2.0 Relationships with the Council and Other Committees

Any policy decisions or changes to policy which affect the Policy framework will be recommended to the Council for a decision. The Cabinet will be consulted on any proposed changes prior to presentation to Council for decision.

Decisions taken by the Committee will be reported to the Council Meeting.

The Committee may give guidance, advice or assistance to the Council or the Cabinet on appropriate functions or activities being carried out on the Council's behalf.

The Committee will receive recommendations and reports from relevant Groups and Panels, where necessary.

3.0 Responsibilities which require referral to the Cabinet

1. Any recommendations in respect of the Council's overall strategy and policies.
2. Any matter with corporate implications, operational matters with corporate implications and any issue that impacts upon the Council's resources.
3. The establishment of any Groups or Sub-Committees to undertake specific tasks within an agreed timescale and terms of reference, which have an impact upon the Council's resources.

LOCAL DEVELOPMENT FRAMEWORK PANEL

1.0 Functional Responsibilities

Responsible for detailed matters relating to the preparation of the local development framework ("LDF") to include

- Consideration of consultants studies and reports
- Consideration of representations made to consultation documents and agreeing response
- Consideration of draft LDF documents.

2.0 Relationships with the Council and Other Committees

Any policy decisions or changes to policy which affect the Policy framework will be recommended to the Planning Committee and/or Council for a decision. The Cabinet will be consulted on any proposed changes prior to presentation to Council for decision.

Decisions taken by the Panel will be reported to the Planning Committee.

The Panel may give guidance, advice or assistance to the Council or the Cabinet on appropriate functions or activities being carried out on the Council's behalf.

3.0 Responsibilities which require referral to the Cabinet

1. Any recommendations in respect of the Council's overall strategy and policies.
2. Any matter with corporate implications, operational matters with corporate implications and any issue that impacts upon the Council's resources.
3. The establishment of any Groups or Sub-Committees to undertake

specific tasks within an agreed timescale and terms of reference, which have an impact upon the Council's resources.

OVERVIEW AND SCRUTINY COMMITTEE (See also Article 6)

The Overview and Scrutiny Committee shall scrutinise the performance of the Council and its services and make recommendations on any issue for which the Council is responsible or which affects the local community including those services provided by outside agencies. The Committee will undertake or request reviews of policy.

The Overview and Scrutiny Committee is not able to take decisions but makes recommendations to either the Cabinet or the full Council.

There are three main elements to the work of the Overview and Scrutiny Committee:

- The Overview and Scrutiny Committee is able to "call in" decisions taken by the Council or Local Committees but not implemented. It can ask the Cabinet or Local Committee to re-consider its decision.
- The Overview and Scrutiny Committee is able to review the implementation of decisions and ask the Cabinet or full Council to look at a particular area of policy in respect of which the decision was made.
- The Overview and Scrutiny Committee is able to undertake detailed reviews of issues either within or outside the council
- The Overview and Scrutiny Committee shall be able to request Task and Finish Groups to undertake reviews.

TASK & FINISH GROUPS (See also Article 6)

Task and Finish Groups are part of the Overview and Scrutiny arrangements and they are appointed by the Overview and Scrutiny Committee to undertake detailed studies into topics of community concern.

Each group will carry out their studies systematically based on project management principles but also operate with a degree of flexibility and informality.

The groups do not have any powers to make decisions but have a very powerful role in influencing decision-makers and stakeholders by adopting an evidence based approach to their work. Recommendations from Task and Finish Groups are considered first by full Council and then by Cabinet.

Any member who is not a Cabinet Member may serve on a Task and Finish Group and this includes cabinet deputies provided the topic under consideration is not within the portfolio for which they deputise.

AUDIT COMMITTEE (See also Article 6)

- To be responsible for the programme of fundamental reviews and Improvement Plans as required under Best Value.
- To make recommendations to the Cabinet on any matter arising from the fundamental reviews or Improvement Plans.
- To receive the Annual Internal Audit Plan and summary of internal Audit opinion as appropriate.
- To receive and evaluate the District Audit Management Letter and Best Value Inspectorate reports and to make recommendations to the Cabinet on the terms of the response. Any subsequent action plans to be monitored by the Audit Panel.
- To oversee the Council's preparation for its Comprehensive Performance Assessment.
- To agree the Council's Annual Statement of Accounts.
- To review the establishment and maintenance of an effective system of internal control and risk management.

LICENSING COMMITTEE

1.0 Licensing Functional Responsibilities

The Committee may delegate any or all the following functions to sub-committees arrangements for which will be considered and approved by the Committee.

Responsible for the following licensing/registration functions:

- (a) Any matter which falls under the remit of the **Licensing Act 2003** and in accordance with the Council's approved statement of Licensing Policy. Specifically the Committee/sub-committee(s) will consider premises licences, club premises certificates, temporary events notices and personal licences in the District in respect of the sale and/or supply of alcohol and the provision of regulated

entertainment and late night refreshment. They may also consider granting grandfather rights to enable operations to continue whilst they apply for permissions under the new Act and variations to all the above licenses. Sub-committees will consider and decide applications for reviews of licenses.

(b) Any **other Licensing related matters** including the following functions:

- Places of Public entertainment
- Hackney Carriages and Drivers (Delegated to the Licensing Drivers' Panel)
- Private Hire Vehicles Operators and Drivers (Delegated to the Licensing Drivers' Panel)
- Registration under Lotteries and Amusements Acts
- Street Trading
- Sex Establishments
- Caravan Sites

(c) **Environmental Health Functional Responsibilities.** Responsible for the following environmental health functions:

All regulatory environmental health functions specified by legislation and functions as specified in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (SI 2000 No. 2853).

2.0 Relationships with the Council and Other Committees

Any policy decisions or changes to policy which affect the Policy framework will be recommended to the Council for a decision.

The Committee may give guidance, advice or assistance to the Council or the Cabinet on appropriate functions or activities being carried out on the Council's behalf.

The Committee will receive recommendations and reports from relevant Groups.

3.0 Responsibilities which require referral to the Cabinet

1. Any recommendations in respect of the Council's overall strategy and policies.
2. Any matter with corporate implications, operational matters with corporate implications and any issue that impacts upon the Council's resources.

LICENSING DRIVERS' PANEL

1.0 Introduction

Comprising of any four Members drawn from the Licensing Committee, to include the Chairman and/or Vice-Chairman of the Committee.

2.0 Functional Responsibilities

To make decisions on any applications for Hackney Carriage or Private Hire Drivers' Licences where applicants have 6 or more penalty points, or have an unspent disqualification or criminal record.

To make decisions on the continuation of any Private Hire/Hackney Carriage/Dual Drivers Licence where event/s as specified in the Conditions of Hackney Carriage and Private Hire Vehicles Drivers licence and/or the Local Government (Miscellaneous Provisions) Act 1976 (as amended) has/have arisen.

3.0 Relationship with the Council

Reports and minutes of the Panel will be submitted to the Licensing Committee.

STANDARDS COMMITTEE (See also Article 9)

1.0 Introduction

The Standards Committee shall consist of at least 3 Members of the Council other than the Leader and at least two voting co-optees one of whom, not being a Parish Member referred to in Article 9.02, shall Chair the Committee.

2.0 Functional Responsibilities

1. The promotion and maintenance of high standards of conduct within the Council by:
 - (a) advising the Council on the adoption or revision of its Code of Conduct.
 - (b) monitoring and advising the Council about the operation of its Code of Conduct in the light of best practice, changes in the law, guidance from the Standards Board and

recommendations of case tribunals under Section 80 of the Local Government Act 2000.

2. Assistance to Members and co-opted members of the Council by ensuring that all Members of the Council have access to training in all aspects of the member Code of Conduct, that this training is actively promoted, and that Members are aware of the standards expected from local Councillors under the Code.
3. Functions relating to standards of conduct of Members under any relevant provision of, or regulations made under, the Local Government Act 2000.

3.0 Quorum

Subject to Article 9.02(c) of this Constitution, the quorum of a meeting of the Standards Committee will be one quarter of the whole number of members including at least one independent member provided that:-

- (1) in no case shall the quorum be less than 3 members; and
- (2) subject to (1), where at least one independent member would have been present for the duration of the meeting but for the fact that he/she was prevented or restricted from participating in any business of the authority by virtue of its Code of Conduct, the requirement in this paragraph 3.0 for the quorum to include at least one independent member shall not apply.

In all other respects the provisions of Rule 7 of the Council Procedure Rules in Part 4 of this Constitution shall apply.

4.0 Relationship with the Council

Reports and minutes of the Committee will be submitted to the Council.

EMERGENCY COMMITTEE

1.0 Introduction

The Emergency Committee shall consist of the Chairman (or in his/her absence the Vice-Chairman) of the Council, the Leader of the Council, the Cabinet member or members whose portfolio(s) include specific responsibilities for liaison with the police and emergency planning and the leader of the largest opposition group on the Council. The Chairman of

the Council (or in his/her absence the Vice-Chairman) and the Leader of the Council (if any) shall call a meeting of that Committee at any time he/she is advised by the Chief Executive that there is, or is likely very soon to be, a civil or wartime emergency.

2.0 Functional Responsibilities

1. To provide the Council with comprehensive and co-ordinated advice on the activities of the Council during times of likely or current civil or wartime emergencies.
2. To take action on the Council's behalf to ensure as far as possible the provision of a comprehensive and co-ordinated service to the public.

3.0 Relationship with the Council

Reports and minutes of the Committee will be submitted to the Council.

INDEPENDENT REMUNERATION PANEL

Terms of Reference

1. The Independent Remuneration Panel has been established in accordance with The Local Authorities (Members' Allowances) (England) Regulations 2003 ("the 2003 Regulations").
- 2(a) The Independent Remuneration Panel shall consider and advise the Council on the following:-
 - Basic Allowances
 - Special Responsibility Allowances
 - Childcare and dependent carers' allowances
 - Travel and subsistence payments
 - Conference and meeting allowances
 - Pensions
 - Co-optees allowances
 - Suspension of allowances (subject to approval by the Standards Committee)

And any other matter referred to in Regulation 21(1) of the 2003 Regulations.

- 2(b) The Independent Remuneration Panel shall also act as the Parish Remuneration Panel to consider proposals from Town/Parish Councils in relation the payment of allowances to members of those Councils and the rate of any travelling and subsistence allowances applicable.
- 3(a) The purpose of the Panel is to make recommendations to the Council about the allowances to be paid to Members. There will be times when it is appropriate for the Panel to consider a request from the Council but the Panel will be supported by officers of the Council in reviewing allowances and where appropriate it will call for independent advice.
- 3(b) The Panel will not be responsible for performance monitoring of either individual Councillors or the authority as a whole.
4. The Panel will comprise of 5 members ideally with expertise in a number of the following areas and/or representing relevant sections of the community :-
- Business community
 - Community groups and voluntary sector
 - Education and life-long learning

 - Human resource management in the business community
 - Tenants and residents
 - Young people
5. Members of the Independent Remuneration Panel are recruited in accordance with statutory requirements and will be appointed by the Chief Executive (or in his absence the Monitoring Officer or Deputy Monitoring Officer) in consultation with existing Members of the Panel or, if there are none, with the Council's Standards Committee.
- 6 Members of the Panel must :-
- (a) not be elected members of a principal local authority;
 - (b) not be under any disability which would disqualify them from being an elected member of a principal local authority; and
 - (c) be Council Tax payers or representatives of non-domestic rate payers within the administrative district of Braintree PROVIDED THAT where, following public advertisement, no person responds or a respondent does not meet this criteria (c) then it shall be sufficient if the person appointed is a member of an Independent Remuneration Panel for a Council whose administrative boundary immediately adjoins the boundary of the Braintree district.
- 7 Members of the Independent Remuneration Panel are appointed for five years and are not prevented from applying to serve a second term of office. There shall however be a restriction on serving a third consecutive term of

office but this may be lifted in the event that there is no other suitable candidate.

8. The Chairman of the Panel shall be elected annually by the members of the Independent Remuneration Panel and this will take place at the first meeting after the start of the Civic Year.
9. The quorum of the Panel shall be 3 members
10. The Chairman of the Panel shall be responsible for chairing meetings of the Panel, and for approving reports on behalf of the Panel and acting as spokesperson for the Panel.
11. The report(s) of the Panel must be published and made available to the public in accordance with statutory requirements and Government guidelines.
12. Panel members shall be paid travel costs and a per meeting allowance of £100. However, the Chairman shall receive an allowance equal to the Basic Allowance multiplied by 0.125.
13. Panel members will be required to agree to comply with the Council's Code of Conduct for Members on taking up their appointment.
14. The Chief Executive (or in his absence the Monitoring Officer or Deputy Monitoring Officer) may terminate the membership of any panel member at any time should the reputation of the Panel or the Council be brought into disrepute subject to consultation with the Independent Chairman of the Standards Committee

JOINT CONSULTATIVE GROUP (Committee of Cabinet)

1.0 Objectives of Meeting

To ensure the meetings provide a regular effective mechanism for Trades Union representatives and the Council to discuss employment issues and maintain good industrial relations, including discussion on Health, Safety and Welfare issues.

- (i) to discuss key issues affecting the Council and its employees;
- (ii) to discuss and consider issues of concern and/or dispute;
- (iii) to consider Health, Safety and Welfare issues arising from the Corporate Health, Safety and Welfare Group if these raise particular

concern;

- (iv) to invite Management Board or its representative(s) to attend as advisers to the meeting.

2.0 Membership

Three Members of the Cabinet and six Trade Union officials

Each Member/Trades Union representative shall be entitled to send a substitute.

3.0 Chair/Vice-Chair

It will be the usual practice for the Chairman to be appointed from Councillors and Vice-Chairman from the staff side.

4.0 Additional Meetings

Special meetings of the Joint Consultative Group may be called on the joint request of the Chairman and Vice-Chairman, or following receipt of a requisition signed by not less than 4 members of the Group.

The request for special meetings shall give details of the business to be discussed and Member Services shall give 5 clear days' notice of the meeting to all members of the Joint Consultative Group.

Members of the Group will endeavour to provide written reports and so far as possible these will be circulated to all members prior to the meeting.

No recommendation shall be regarded as carried unless it has been approved by a majority of the members present on each side of the Group.

It is the responsibility of the Trade Union Representatives to advise Member Services of any changes to their nominated representatives.

EMPLOYMENT APPEALS COMMITTEE

1.0 Introduction

Comprising of any three Members drawn from the Council, provided that each Member of the Panel should have a nominated substitute to attend a meeting of the Committee in their absence.

2.0 Functional Responsibilities

To make a decision on any appeal under the Council's employment procedures.

3.0 Relationship with the Council

Minutes of the Panel will be submitted to Council.

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LEADER OF THE COUNCIL

In accordance with the Constitutional arrangements of Braintree District Council, the Local Government Act 2000 and all other relevant legislation, the Leader of the Council shall:-

1.0 External Leadership:

- provide visible political leadership to the Council, including the development of new policies for approval by the Cabinet/Council, as necessary;
- consult and keep informed, as necessary, the citizens of the District on all matters covered by the Portfolio functions/responsibilities;
- lead on the development of local, regional, national and European policy and strategic initiatives (including district-wide strategic partnerships) covered by the Portfolio functions/responsibilities with a view to promoting the Council's interests and the interests of the citizens of the District;
- be an ambassador for and represent the Council and the citizens of the District on relevant external bodies (including, in particular, local strategic partnerships and national bodies) that enhance the reputation and standing of the District;
- be the spokesperson for the Council on all matters covered in his/her Portfolio of functions/responsibilities, as set out in the Council's Constitution; and
- work in collaboration with the relevant Members of the Council, MPs and relevant external bodies, so as to enhance the image and reputation of the District and, where appropriate, advocate for and obtain resources/inward investment for the benefit of the citizens of the District.

2.0 Internal Leadership:

- provide visible political and strategic leadership to the Cabinet, Cabinet Members, Chief Executive and Chief Officers, including the chairing of meetings of the Cabinet and any other relevant bodies;
- refer, as necessary, to relevant Cabinet Members, Chief Executive or Chief Officers any tasks, roles or responsibilities that may be appropriate, necessary or desirable to delegate to such person(s);
- in the absence of the relevant Cabinet Member, undertake the function/responsibilities of the same;
- establish and maintain cordial, effective and efficient working relations with the Leaders of the Opposition Groups, the Chairmen of Committees and other members;
- appoint and allocate Cabinet Member portfolio responsibilities in accordance with the Constitution to relevant Councillors on an annual basis or as and when required;

- have an overview of and be responsible for effective management of any budgets allocated to the Portfolio functions/responsibilities and the Council as a whole;
- take all necessary action to ensure the collective responsibility of the Cabinet in budget proposals, key decisions and in other major cross-cutting or corporate issues;
- exercise executive decisions covered by his/her Portfolio functions/responsibilities and keep other Cabinet Members duly informed of any relevant matters that may impact, directly or indirectly, on any other Cabinet Member's Portfolio functions/responsibilities;
- ensure the effective and efficient delivery of the business and direction of the Executive arrangements;
- report to the Cabinet/Council, as necessary, on progress of issues relevant to this post;
- liaise with the Chairman of the Overview and Scrutiny Committee, as required, when items arise which are not in the Forward Plan, but which the Cabinet need to consider as matters of urgent business;
- consult and keep informed, as necessary, relevant Members with regard to any Overview and Scrutiny arrangements;
- work in partnership with Cabinet Members, the Chief Executive and other Chief Officers so as to ensure the effective and efficient delivery of the Council's Cabinet and Corporate Plan and, in particular, the continuous improvement of all services of the Council;
- assist in the proper and orderly discharge of business at Council Meetings; and
- undertake an annual appraisal of the Chief Executive and provide relevant, constructive and confidential feedback to the Chief Executive, if requested, with regard to any Chief Officer reporting to the Chief Executive.

3.0 Personal Leadership:

- lead by example, in accordance with the highest standards of probity in public life, in all matters relating to the Council's Code of Conduct for Members, related Protocols and supporting guidance;
- comply with any relevant legislative provisions, best practice and good governance arrangements with regard to local government;
- be aware of any training and development needs of him/herself and the other Cabinet Members and liaise, as necessary, with the Chief Executive or any other relevant Chief Officer or person, to address any such needs;
- undertake such other roles and responsibilities as may arise or be developed, from time to time, with a view to further enhancing the image and reputation of the District;
- promote the Council's policies on equality and diversity in the workplace and in service provision; and

- keep abreast of national best practice / new initiatives relating to local government so as to ensure the continuous improvement of Council services.

4.0 Time Commitments:

Devote appropriate time on the work of the Council and in activities that enhance the reputation and standing of the Council and the District.

5.0 Personal attributes, knowledge, experience, skills and abilities for the job:

- Prioritise, plan and prepare work within deadlines, in a manner conducive to best practice
- Effective communication skills (including public speaking and media relations)
- Build and maintain partnerships with a range of external bodies
- Analyse issues and propose clear, concise and rational ways forward
- Community engagement
- Chair meetings effectively and in an orderly manner.

THE CABINET MEMBERS

In accordance with the Constitutional arrangements of Braintree District Council, the Local Government Act 2000 and all other relevant legislation, the relevant Cabinet Member shall:-

1.0 External Leadership:

- provide visible political leadership in the area of their Portfolio functions and responsibilities to the Council, including assisting in the development of appropriate new policies for consideration by the Leader of the Council/Cabinet/Council, as necessary;
- consult and keep informed, as necessary, Members and the citizens of the District on all matters covered by the Portfolio functions/responsibilities;
- lead on the development of local, regional and national policy and strategic initiatives (including District-wide strategic partnerships) covered by the Portfolio functions/responsibilities with a view to promoting the Council's interests and the interests of the citizens of the District;
- be an ambassador for and represent the Council and the citizens of the District on relevant external bodies relevant to the Cabinet Member Portfolio (including, in particular, local strategic partnerships and national bodies) that enhance the reputation and standing of the District;

- be the spokesperson for the Council on all matters covered in his/her Portfolio of functions/responsibilities, as set out in the Council's Constitution; and
- work in collaboration with the Leader of the Council, Cabinet Members and other relevant Members of the Council, MPs and relevant external bodies, so as to enhance the image and reputation of the District;

2.0 Internal Leadership:

- provide visible political and strategic leadership in the area of their Portfolio functions and responsibilities to the Cabinet, the Chief Executive and relevant Chief Officer(s), Cabinet Committees and other relevant bodies, under the direction of the Leader;
- refer, as necessary, to the Chief Executive or to relevant Chief Officers any tasks that may be appropriate or necessary to be carried out by such person(s);
- establish and maintain professional, effective and efficient working relations with the spokespersons of the Opposition Groups, the Chairmen of Committees and other members;
- take collective and individual responsibility to work with other Cabinet Members so as to ensure the effective and efficient operation of the Council;
- exercise executive decisions covered by his/her Portfolio functions/responsibilities and keep other Cabinet Members duly informed of any relevant matters that may impact, directly or indirectly, on any other Cabinet Member's Portfolio functions/responsibilities;
- contribute in the effective and efficient strategic direction of the Council through proactive engagement in the Cabinet and other relevant fora;
- consult and keep informed, as necessary, relevant Members with regard to any Executive arrangements covered by the Cabinet Member's Portfolio of functions/responsibilities;
- have an overview of and be responsible for effective management of any budgets allocated to the Portfolio functions/responsibilities;
- report, as necessary, to the Cabinet/Council on any matters relating to his/her post;
- provide support and assistance to the Leader of the Council;
- work with the Leader, Chief Executive and relevant Chief Officers so as to ensure the effective and efficient delivery of the Council's Cabinet and Corporate Plan and, in particular, the continuous improvement of all services covered by the Cabinet Member's Portfolio of functions/responsibilities;
- liaise with the Leader of the Council / Chairman of Overview & Scrutiny Committee(s), as required, when items arise which are not in the Forward Plan, but which the Cabinet need to consider as matters of urgent business;

- assist in the proper and orderly discharge of business at Council Meetings; and
- provide relevant, constructive and confidential feedback to the Chief Executive, if requested, with regard to any annual appraisal that the Chief Executive may carry out for any Chief Officer dealing with any matters covered by the Cabinet Member's Portfolio of functions/responsibilities.

3.0 Personal Leadership:

- lead by example, in accordance with the highest standards of probity and public life, in all matters relating to the Council's Code of Conduct for Members, related Protocols and supporting guidance;
- comply with any relevant legislative provisions, best practice and good governance arrangements with regard to local government;
- be aware of any training and development needs of him/herself and the other Cabinet Members and liaise, as necessary, with the Leader of the Council, the Chief Executive and any other relevant Chief Officer or person, to address any such needs;
- undertake such other roles and responsibilities as may arise or be required by the Leader of the Council, from time to time, with a view to further enhancing the image and reputation of the District;
- promote the Council's policies on equality and diversity in the workplace and in service provision; and
- keep abreast of national best practice / new initiatives relating to his/her Cabinet Member Portfolio functions/responsibilities so as to ensure the continuous improvement of such services.

4.0 Time Commitments:

Devote such time as is sufficient to effectively and efficiently perform his/her duties and responsibilities as a Cabinet Member, recognising that this may require periods of full time work.

5.0 Personal attributes, knowledge, experience, skills and abilities for the job:

- Prioritise, plan and prepare work within deadlines, in a manner conducive to best practice
- Effective communication skills (including public speaking and media relations)
- Build and maintain partnerships with a range of external bodies
- Analyse issues and propose clear, concise and rational ways forward
- Community engagement
- Chair meetings effectively and in an orderly manner.

6.0 Additional responsibilities for the Deputy Leader of the Council

In the absence of the Leader of the Council, to deputise for the same in accordance with his / her Roles & Responsibilities and, in particular, to:-

- Chair the meetings of the Cabinet and other relevant member/officer meetings;
- deal with any Executive or other matters delegated to him/her by the Leader of the Council; including, without prejudice to the foregoing, attending meetings with relevant Government ministers / departments and other relevant organisations;
- provide appropriate leadership and direction in matters which the Leader of the Council is prevented from dealing with by virtue of any personal and prejudicial interests under the Code of Conduct for Members; and
- deal with such other additional duties and responsibilities that are specifically delegated to the post of the Deputy Leader of the Council by the Constitution and/or the Council.

CABINET DEPUTY (appointed by the Leader)

1.0 Main Role:

Assisting individual Cabinet Members with specific aspects of their portfolio by carrying out or assisting with the carrying out of policy development work.

2.0 Duties and Responsibilities:

- To contribute to the process of setting policy direction, development and review by assisting a Cabinet Member to develop specific aspects of their individual portfolio, for example, in relation to a Corporate Plan objective or a new policy area.
- To work on aspects of policy development on a time-limited, task-based approach in accordance with evolving corporate priorities. For each task, a specific brief will be drawn up by the relevant Cabinet Member in consultation with other Cabinet members as appropriate.
- To report to relevant Cabinet Member in respect of progress in carrying out Cabinet Deputy duties.

To promote the core values, corporate priorities and objectives of the Council.

3.0 Personal attributes, knowledge, experience, skills and abilities for the job:

- Prioritise, plan and prepare work within deadlines, in a manner conducive to best practice
- Effective communication skills (including public speaking and media relations)
- Build and maintain partnerships with a range of external bodies
- Analyse issues and propose clear, concise and rational ways forward
- Community engagement
- Chair meetings effectively and in an orderly manner.

CHAIRMAN OF OVERVIEW AND SCRUTINY COMMITTEE

In accordance with the Constitutional arrangements of Braintree District Council, the Local Government Act 2000 and all other relevant legislation, the Chairman of the Overview and Scrutiny Committee shall:-

1.0 External Leadership:

- be the Lead Member for the Council on all matters covered in the Terms of Reference of the Overview & Scrutiny Committee, as set out in the Council's Constitution.

2.0 Internal Leadership:

- chair, lead and co-ordinate, as necessary, the activities of the Overview & Scrutiny Committee;
- add value to the Council by ensuring the effective and efficient discharge of the Overview & Scrutiny functions of the Council and by assisting the Cabinet with the development of any policies and procedures or overseeing the same;
- scrutinise the Cabinet by being a critical friend over any Cabinet decisions so as to protect and to safeguard the best interests of the Council and the citizens of the District;
- establish and maintain cordial, effective and efficient working relations with the Leaders of the Political Groups, the Cabinet, the Chairmen of Committees and other members;
- consult and keep informed, as necessary, relevant members with regard to any Overview and Scrutiny arrangements;
- attend, as necessary, any meetings of the Cabinet on behalf of the Overview & Scrutiny Committee and to feedback any comments there from;

- liaise with the Leader of the Council, relevant Cabinet Member(s), the Chief Executive and Chief Officers, as required, on any requests for call-in of Cabinet decisions and relevant scrutiny review(s);
- liaise with the Leader of the Council and relevant Cabinet Member(s), as required, when items arise which are not in the Forward Plan, but which the Cabinet need to consider as matters of urgent business;
- contribute, as necessary, to the delivery of the corporate aims and strategic objectives of the Council within existing budgets;
- undertake Overview & Scrutiny functions in a positive, constructive and non-partisan manner which enhances the image and reputation of the Council;
- undertake additional requirements, as requested, from time to time, by the Council or by the Cabinet;
- monitor and report any improvements in the performance of services within the relevant Cabinet Member Portfolio(s), including participating in any relevant service reviews;
- work within approved budgets and promote the work and quasi-independence of the scrutiny processes;
- provide relevant, constructive and confidential feedback to the Chief Executive, if requested, with regard to any annual appraisal that the Chief Executive may carry out for any Chief Officer dealing with any matters covered by the Overview & Scrutiny Committee; and
- assist in the proper and orderly discharge of Overview & Scrutiny business at Council Meetings;

3.0 Personal Leadership:

- lead by example, in accordance with the highest standards of probity and public life, in all matters relating to the Council's Code of Conduct for Members, related Protocols and supporting guidance;
- comply with any relevant legislative provisions, best practice and good governance arrangements with regard to local government;
- be aware of any training and development needs of him/herself and the other Overview and Scrutiny Members and liaise, as necessary, with the Chief Executive and other relevant Chief Officer or person, to address any such needs;
- promote the Council's policies on equality and diversity in the workplace and in service provision; and
- keep abreast of national best practice / new initiatives relating to local government so as to ensure the continuous improvement of Council services;

4.0 Time Commitments:

Devote such of his/her time on the work of the Council as is necessary to effectively and efficiently discharge the business of the Overview and Scrutiny Committee.

5.0 Personal attributes, knowledge, experience, skills and abilities for the job:

- Prioritise, plan and prepare work within deadlines, in a manner conducive to best practice
- Effective communication skills (including public speaking and media relations)
- Build and maintain partnerships with a range of external bodies
- Analyse issues and propose clear, concise and rational ways forward
- Community engagement
- Chair meetings effectively and in an orderly manner.

6.0 Additional responsibilities for the Chair of the Overview & Scrutiny Committee in carrying out its co-ordinating role as set out in the Overview and Scrutiny Procedure Rules

- Ensure the proper, effective and efficient co-ordination of member / officer involvement in the Overview & Scrutiny responsibilities of the Council; including, without prejudice to the foregoing, to be responsible for agreeing an annual plan of action for the Overview & Scrutiny Committees of the Council;
- Give any consent(s) to any matters which require urgent action by the Cabinet on matter(s) not covered in any Forward Plan; and
- Deal with such other additional duties and responsibilities relating specifically to the co-ordinating role set out in the Overview and Scrutiny Procedure Rules that may be specifically delegated to the post of the Chair of the Overview & Scrutiny Committee by the Constitution and/or the Council.

THE CHAIRMEN OF THE PLANNING AND LICENSING COMMITTEES

In accordance with the Constitutional arrangements of Braintree District Council, the Local Government Act 2000 and all other relevant legislation, the Chairman of the relevant Regulatory Committee (which shall mean the Planning and Licensing Committees of the Council) shall:-

1.0 External Leadership:

- be the Lead Member for the Council on all matters covered in the Terms of Reference of the relevant Regulatory Committee, as set out in the Council's Constitution.

2.0 Internal Leadership:

- chair, lead and co-ordinate, as necessary, the activities of the relevant regulatory committee;
- create an environment where those present are clear about the purpose and function of the meeting and feel empowered to make a constructive contribution to the debate;
- ascertain the sense of the meeting by putting relevant questions to the meeting and taking votes therein (including, if so minded, giving a casting vote);
- ensure that Members are aware of wording/intention of any meeting before them and to be voted on, if necessary by summarising the discussion and reading out the wording of the motion;
- add value to the Council by ensuring the effective and efficient discharge of the regulatory functions of the Council and by assisting the Cabinet with the development of any policies and procedures or overseeing the same;
- consult and keep informed, as necessary, relevant members with regard to any regulatory arrangements;
- attend, as necessary, any meetings of the Cabinet on behalf of the regulatory Committee and to feedback any comments there from;
- establish and maintain cordial, effective and efficient working relations with the Cabinet, spokespersons of the opposition groups, the Chairmen of Committees and other members;
- liaise with the Leader of the Council, relevant Cabinet Member(s), the Overview & Scrutiny Chairman, Chief Executive and Chief Officers, as required, on any regulatory matters and contribute, as necessary, to the delivery of the corporate aims and strategic objectives of the Council within existing budgets;
- undertake regulatory functions in a positive, constructive and non-partisan manner which enhances the image and reputation of the Council;
- undertake additional requirements, as requested, from time to time, by the Council or by the Cabinet;
- work within existing budgets and promote the work and quasi-independence of the regulatory processes;
- monitor and report any improvements in the performance of services, including participating in any relevant service reviews;
- provide relevant, constructive and confidential feedback to the Chief Executive, if requested, with regard to any annual appraisal that the Chief

Executive may carry out for any Chief Officer dealing with any matters covered by the regulatory committee(s); and

- assist in the proper and orderly discharge of business at Council Meetings.

3.0 Personal Leadership:

- lead by example, in accordance with the highest standards of probity and public life, in all matters relating to the Council's Code of Conduct for Members, related Protocols and supporting guidance;
- comply with any relevant legislative provisions, best practice and good governance arrangements with regard to local government;
- be aware of any training and development needs of him/herself and the other Regulatory Members and liaise, as necessary, with the Chief Executive and other relevant Chief Officer or person, to address any such needs;
- promote the Council's policies on equality and diversity in the workplace and in service provision; and
- keep abreast of national best practice / new initiatives relating to local government so as to ensure the continuous improvement of Council services.

4.0 Time Commitments:

Devote such of his/her time on the work of the Council as is necessary to discharge the business of the relevant Regulatory Committee.

5.0 Personal attributes, knowledge, experience, skills and abilities for the job:

- Prioritise, plan and prepare work within deadlines, in a manner conducive to best practice;
- Effective communication skills;
- Chair meetings effectively and in an orderly manner.

THE CHAIRMEN OF LOCAL COMMITTEES

In accordance with the Constitutional arrangements of Braintree District Council, the Local Government Act 2000 and all other relevant legislation, the Chairman of the relevant Local Committee shall:-

1.0 External Leadership:

- provide visible leadership within the remit of the Local Committee's terms of reference, including assisting the Cabinet with the development of appropriate new policies for consideration by the Leader of the Council/Cabinet/Council, as necessary;
- consult and keep informed, as necessary, relevant Members and the citizens of the District on all matters devolved by the Cabinet to the relevant Local Committee;
- lead on the development of local strategic partnerships for the relevant Local Committee with a view to promoting the Council's interests and the interests of the citizens of the District; and
- work in collaboration with the Leader of the Council, Cabinet Members and other relevant Members of the Council, MPs and relevant external bodies, so as to enhance the image and reputation of the Council.

2.0 Internal Leadership:

- chair the meetings of the relevant Local Committee and notify the Leader of the Council, for inclusion in the Forward Plan, of any 'key decisions' to be taken by the Local Committee;
- refer, as necessary, to the Chief Executive or to relevant Chief Officers any tasks that may be appropriate or necessary to be carried out by such person(s);
- establish and maintain cordial, effective and efficient working relations with the Cabinet, spokespersons of the opposition groups, the Chairmen of Committees and other members;
- take collective and individual responsibility to work with Cabinet Members so as to ensure the effective and efficient operation of the Council;
- consult and keep informed, as necessary, Members of his/her Local Committee of relevant matters that may impact, directly or indirectly, on the work of that Local Committee;
- have an overview of and be responsible for the effective management of any budgets allocated to the relevant Local Committee;
- report, as necessary, to the Cabinet/Council on any matters relating to his/her post;
- work with the Leader, Chief Executive and relevant Chief Officers so as to ensure the effective and efficient delivery of the Council's Cabinet and Corporate Plan and, in particular, the continuous improvement of all services covered by the Local Committee's terms of reference;
- liaise with the Leader of the Council / Chairman of the Overview & Scrutiny Committee, as required, when items arise which are not in the Forward Plan, but which the Local Committee need to consider as matters of urgent business;

- assist in the proper and orderly discharge of business at Council Meetings; and
- provide relevant, constructive and confidential feedback to the Chief Executive, if requested, with regard to any annual appraisal that the Chief Executive may carry out for any Chief Officer dealing with any matters covered by the Local Committee's terms of reference.

3.0 Personal Leadership:

- lead by example, in accordance with the highest standards of probity and public life, in all matters relating to the Council's Code of Conduct for Members, related Protocols and supporting guidance;
- comply with any relevant legislative provisions, best practice and good governance arrangements with regard to local government;
- be aware of any training and development needs of him/herself and the other Members and liaise, as necessary, with the Leader of the Council, the Chief Executive and any other relevant Chief Officer or person, to address any such needs;
- promote the Council's policies on equality and diversity in the workplace and in service provision; and
- keep abreast of national best practice / new initiatives relating to the Local Committee's terms of reference, so as to ensure the continuous improvement of any services devolved to the same.

4.0 Time Commitments:

Devote such time as is sufficient to effectively and efficiently perform his/her duties and responsibilities as a Chairman of a relevant Local Committee, recognising that this may require periods of full time work.

5.0 Personal attributes, knowledge, experience, skills and abilities for the job:

- Chair meetings effectively and in an orderly manner;
- Prioritise, plan and prepare work within deadlines, in a manner conducive to best practice;
- Effective communication skills;
- Community engagement.

VICE-CHAIRMEN OF COMMITTEES

In accordance with the Constitutional arrangements of Braintree District Council, the Local Government Act 2000 and all other relevant legislation, the Vice-Chairmen of relevant Committees shall:-

1.0 Internal Leadership:

- deputise for the Chairman of the relevant Committee in his/her absence;
- undertake such tasks and responsibilities as are allocated to him/her by the Chairman of the relevant Committee and in keeping with the Terms of Reference of the relevant Committee;
- otherwise, assist the Chairman in his/her role and attend relevant meetings with Officers, Elected Members, organisations and members of the public (as necessary) so as to further the terms of reference of the relevant Committee.

2.0 Personal Leadership:

- lead by example, in accordance with the highest standards of probity and public life, in all matters relating to the Council's Code of Conduct for Members, related protocols and supporting guidance;
- comply with any relevant legislative provisions, best practice and good governance arrangements with regard to local government;
- be aware of any training and development needs of him/herself and the other Members and liaise, as necessary, with the Chief Executive and other relevant Chief Officer or person, to address any such needs;
- promote the Council's policies on equality and diversity in the workplace and in service provision; and
- keep abreast of national best practice / new initiatives relating to local government so as to ensure the continuous improvement of Council services;

3.0 Time Commitments:

Devote such of his/her time on the work of the Council as is necessary to effectively and efficiently discharge the business of the relevant committees.

4.0 Personal attributes, knowledge, experience, skills and abilities for the job:

- (When called upon to do so) Chair meetings effectively and in an orderly manner;
- Prioritise, plan and prepare work within deadlines, in a manner conducive to best practice;
- Effective communication skills;
- Community engagement.

FRONTLINE MEMBERS

In accordance with the Constitutional arrangements of Braintree District Council, the Local Government Act 2000 and all other relevant legislation, Frontline Members shall:-

1.0 External Leadership:

- act as the democratically elected member for and represent the interests of all the citizens of Braintree District through case work, membership of relevant Cabinet, Overview & Scrutiny, Planning, Licensing or other Committees of the Council and other outside bodies to which s/he has been appointed to by the Council or the Cabinet;
- act as a local leader of the community on environmental, social and economic issues that impact upon local people;
- champion the needs and views of local citizens to improve the overall quality of their lives;
- consult and keep informed, as necessary, relevant Members and, in particular, the citizens of the Ward that s/he has been elected to;
- assist in the development of local strategic partnerships for the relevant Local Committee with a view to promoting the Council's interests and the interests of the citizens of the District; and
- work in collaboration with the Leader of the Council, Cabinet Members and other relevant Members of the Council, MPs and relevant external bodies, so as to enhance the image and reputation of the District.

2.0 Internal Leadership:

- participate, as required, in any meetings of the Council or relevant Committees/fora so as to ensure the effective and efficient operation of the Council;
- refer, as necessary, to the Chief Executive or to relevant Chief Officers any tasks that may be appropriate or necessary to be carried out by such person(s);
- work with the Leader, Chief Executive and relevant Chief Officers so as to ensure the effective and efficient delivery of the Council's Cabinet and Corporate Plan and, in particular, the continuous improvement of all Council services;
- assist in the proper and orderly discharge of business at Council Meetings; and
- maintain cordial, effective and efficient working relations with other members.

3.0 Personal Leadership:

- lead by example, in accordance with the highest standards of probity and public life, in all matters relating to the Council's Code of Conduct for Members, related protocols and supporting guidance;

- comply with any relevant legislative provisions, best practice and good governance arrangements with regard to local government;
- be aware of any training and development needs of him/herself and liaise, as necessary, with the Leader of the Council, the Chief Executive and any other relevant Chief Officer or person, to address any such needs;
- promote the Council's policies on equality and diversity in the workplace and in service provision; and
- keep abreast of national best practice / new initiatives relating to his / her areas of responsibility.

4.0 Time Commitments:

Devote such time as is sufficient to effectively and efficiently perform his/her duties and responsibilities as a backbench Member.

5.0 Personal attributes, knowledge, experience, skills and abilities for the job:

- Chair public meetings effectively;
- Prioritise, plan and prepare work within deadlines, in a manner conducive to best practice;
- Effective communication skills;
- Mediation;
- Effective champion on local issues;
- Working with others.

CHAIRMAN OF THE AUDIT COMMITTEE

In accordance with the Constitutional arrangements of Braintree District Council, the Local Government Act 2000 and all other relevant legislation, the Chairman of the Audit Committee shall:

1.0 External Leadership:

- be the Lead Member for the Council on all matters covered in the Terms of Reference of the Audit Committee, as set out in the Council's Constitution.

2.0 Internal Leadership:

- chair, lead and co-ordinate, as necessary, the activities of the Audit Committee;
- add value to the Council by ensuring the effective and efficient discharge of the Audit Committee functions of the Council and by assisting the Cabinet with the development of any policies and procedures or over viewing the same;
- consult and keep informed, as necessary, relevant members with regard to any Audit Committee requirements;
- attend, as necessary, any meetings of the Cabinet on behalf of the Audit Committee and to feedback any comments there from;
- establish and maintain cordial, effective and efficient working relations with the Cabinet, spokespersons of the Opposition Groups, the Chairmen of committees and other members;
- liaise with the Leader of the Council, relevant Cabinet Member(s), the Overview and Scrutiny Chairman, Planning and Licensing Committee Chairmen, Chief Executive and Chief Officers, as required, on any Audit Committee matters and contribute, as necessary, to the delivery

- of the corporate aims and strategic objectives of the Council within existing budgets;
- undertake the Audit Committee functions in a positive, constructive and non-partisan manner which enhances the image and reputation of the Council;
 - work within existing budgets and promote the work and independence of the Audit Committee;
 - assist in the orderly and proper discharge of Audit Committee business at Council meetings; and
 - report to the Council, on an annual basis, on the progress of the Audit Committee.

3.0 Personal Leadership:

- lead by example, in accordance with the highest standards of probity in public life, in all matters relating to the Council's Code of Conduct for Members, related Protocols and supporting guidance;
- comply with any relevant legislative provisions, best practice and good governance arrangements with regard to local government;
- be aware of any training and development needs of him / herself and the other Audit Committee members and liaise, as necessary with the Chief Executive or any other relevant Chief Officer or person, to address such needs;
- promote the Council's policies on equality and diversity in the workplace and in service provision; and
- keep abreast of national best practice / new initiatives relating to local government, particularly with regard to corporate governance, so as to ensure the continuous improvement of Council services.

4.0 Time Commitments:

Devote such of his / her time on the work of the Council as is necessary to effectively and efficiently discharge the business of the Audit Committee.

5.0 Personal attributes, knowledge, experience, skills and abilities for the job:

- Prioritise, plan and prepare work within deadlines, in a manner conducive to best practice;
- Effective communication skills;
- Analyse issues and propose clear, concise and rational ways forward;
- Chair meetings effectively and in an orderly manner.

INDEPENDENT MEMBER OF STANDARDS COMMITTEE

ROLE DESCRIPTION

- Responsible to:** The Standards Committee and to the Council
- Liaison with:** Members of the Standards Committee, Officers and Members of the District Council and of Town and Parish Councils within the District, Independent Members of the other Standards Committees, key stakeholders within the community.
1. To attend regularly and participate in meetings of the Standards Committee and any sub-committees (NOTE: meetings will normally be held in the evening but may be held during the day and may occasionally be called at short notice).
 2. To participate in and/or chair hearings in relation to complaints of member misconduct under the Code of Conduct.
 3. To actively promote ethics and standards within the District Council and within Town and Parish Councils within the district area.
 4. To develop and apply knowledge of the Code of Conduct in relation to matters brought before the Standards Committee, including the determination of allegations of member misconduct.
 5. To analyse and exercise fair and impartial judgement on conduct issues and to set standards of ethical behaviour.
 6. To provide a view on the governance of the Council from an external perspective which will better enable the Committee to advise the Council on conduct issues.
 7. To develop a sound understanding of the ethical and wider regulatory framework within which the Council operates and to contribute to the overall effectiveness of the full scope of the work of the Committee.
 8. To be aware of the views of the local community on ethical standards and to reflect these in the activities of the Committee.
 9. Be prepared to undertake training and to participate in training events organised by the committee to promote awareness of the Code of Conduct.
 10. To attend meetings of the District Council and civic and other functions in order to raise the profile of ethics and standards within the authority.

11. In the absence of the Chairman, to participate in any forum established for independent Members of the Standards Committee.

MEMBER CHAMPIONS

At its discretion, the Council may, from time to time, designate Champions from amongst Councillors who are not Members of the Cabinet.

Term of Office

Councillors who are designated as Member Champions shall hold office until:

- (a) they resign from office;
- (b) they are suspended from being Councillors under Part III of the Local Government Act 2000 (although they may resume office at the end of the period of suspension);
- (c) they are no longer Councillors; or
- (d) the commencement of the next Annual Meeting of the Council, except that the Council may remove from office at its discretion.

Role and Functions

To act as a positive focus for the local community at elected member level in respect of the relevant section of the community or range of activities designated by the Council so as to ensure that full consideration is given to the impact of Council activities and decisions upon the section of the community or range of activities.

Key Tasks

- (a) To make contact with local organisations concerned with the designated section of the community or range of activities and to establish effective and regular consultation arrangements with those organisations.
- (b) To represent the views of such organisations to officers, the Council, the Cabinet, Overview and Scrutiny and other Committees, on all relevant aspects of the Council's activities.
- (c) To act as an advocate on behalf of the relevant section of the community or range of activities within the Council as an organisation and to the wider community.
- (d) To become familiar with the needs and priorities of the relevant section of the community, or range of activities concerned, and to weigh up interests expressed in order to provide sound advice on the implications of alternative courses of action.

- (e) To feedback decisions of the Council and to explain the Council's position on specific issues of concern to relevant organisations and to individuals involved.
- (f) To publish an annual report on work undertaken over each year for consideration by the Council.