

Appendix 6: Ethical Behaviour Codes and Protocols

Appendix 6 Part 1: Kent Code of Conduct for Members

(adopted by the Council on 19 July 2012)

Preamble

- (A) The Code of Conduct that follows is adopted under section 27(2) of the Localism Act 2011.
- (B) The Code is based on the Seven Principles of Public Life under section 28(1) of the Localism Act 2011, which are set out below.
- (C) This Preamble and the Seven Principles of Public Life do not form part of the Code, but you should have regard to them as they will help you to comply with the Code.
- (D) If you need guidance on any matter under the Code, you should seek it from the Monitoring Officer or your own legal adviser – but it is entirely your responsibility to comply with the provisions of this Code.
- (E) In accordance with section 34 of the Localism Act 2011, where you have a Disclosable Pecuniary Interest it is a criminal offence if, without reasonable excuse, you:
 - (i) Fail to notify the Authority's Monitoring Officer of the interest before the end of 28 days beginning with the day on which you became a member.
 - (ii) Fail to disclose the interest at Meetings where the interest is not entered in the Authority's register.
 - (iii) Fail to notify the Authority's Monitoring Officer of the interest before the end of 28 days beginning with the date of disclosure at a meeting, if the interest is not entered in the Authority's register and is not the subject of a pending notification.
 - (iv) Take part in discussion or votes, or further discussions or votes, at Meetings on matters in which you have the interest which are being considered at the meeting.
 - (v) Fail to notify the Authority's Monitoring Officer of the interest before the end of 28 days beginning with the date when you become aware that you have such an interest in a matter to be dealt with, or being dealt with, by you acting alone in the course of discharging a function of the Authority.
 - (vi) Take any step in relation to a matter being dealt with by you acting alone in the course of discharging a function of the Authority, except a step for the purpose of enabling the matter to be dealt with otherwise than by you.
 - (vii) Knowingly or recklessly provide false or misleading information in any of the above disclosures or notifications.
- (F) Any written allegation received by the Authority that you have failed to comply with the Code will be dealt with under the arrangements adopted by the Authority for

such purposes. If it is found that you have failed to comply with the Code, the Authority may have regard to this failure in deciding whether to take action and, if so, what action to take in relation to you.

THE CODE

1. Interpretation

In this Code:

“Associated Person” means (either in the singular or in the plural):

- (a) a family member or any other person with whom you have a close association, including your spouse, civil partner, or somebody with whom you are living as a husband or wife, or as if you are civil partners; or
- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors; or
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of which you are in a position of general control or management and to which you are appointed or nominated by the Authority; or
- (e) any body in respect of which you are in a position of general control or management:
 - (i) exercising functions of a public nature; or
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union).

“Authority” means the Kent County Council.

“Authority Function” means any one or more of the following interests that relate to the functions of the Authority:

- (a) housing - where you are a tenant of the Authority provided that those functions do not relate particularly to your tenancy or lease; or
- (b) school meals or school transport and travelling expenses - where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which your child attends;
- (c) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - where you are in receipt of, or are entitled to the receipt of, such pay;
- (d) an allowance, payment or indemnity given to members of the Authority;
- (e) any ceremonial honour given to members of the Authority;
- (f) setting council tax or a precept under the Local Government Finance Act 1992.

“Code” means this Code of Conduct.

“Co-opted Member” means a person who is not an elected member of the Authority but who is a member of:

- (a) any committee or sub-committee of the Authority, or

(b) and represents the Authority on, any joint committee or joint sub-committee of the Authority; and

(c) who is entitled to vote on any question that falls to be decided at any Meeting.

“Disclosable Pecuniary Interest” means those interests of a description specified in regulations made by the Secretary of State (as amended from time to time) as set out below and where either it is:

(a) your interest or

(b) an interest of your spouse or civil partner, a person with whom you are living as husband and wife, or a person with whom you are living as if you were civil partners and provided you are aware that the other person has the interest.

“Interests” means Disclosable Pecuniary Interests and Other Significant Interests.

“Meeting” means any meeting of:

(a) the Authority;

(b) the executive of the Authority;

(c) any of the Authority's or its executive's committees, sub-committees, joint committees and/or joint sub-committees.

“Member” means a person who is an elected member of the Authority and includes a Co-opted Member.

“Other Significant Interest” means an interest (other than a Disclosable Pecuniary Interest or an interest in an Authority Function) in any business of the Authority which:

(a) may reasonably be regarded as affecting the financial position of yourself and/or an Associated Person to a greater extent than:

(i) the majority of other council tax payers, ratepayers or inhabitants of the electoral division affected by the decision; or

(ii) (in other cases) the majority of other council tax payers, ratepayers or inhabitants of the Authority's area; or

(b) relates to the determination of your application (whether made by you alone or jointly or on your behalf) for any approval, consent, licence, permission or registration or that of an Associated Person;

and where, in either case, a member of the public with knowledge of the relevant facts would reasonably regard the interest as being so significant that it is likely to prejudice your judgment of the public interest.

“Register of Members' Interests” means the Authority's register of Disclosable Pecuniary Interests established and maintained by the Monitoring Officer under section 29 of the Localism Act 2011.

“Sensitive Interest” means information, the details of which, if disclosed, could lead to you or a person connected with you being subject to violence or intimidation.

Scope

2. You must comply with this Code whenever you act in your capacity as a Member or Co-opted Member of the Authority.

General obligations

3. (1) You must, when using or authorising the use by others of the resources of the Authority:
- (a) act in accordance with the Authority's reasonable requirements; and
 - (b) ensure that such resources are not used improperly for political purposes (including party political purposes).
- (2) You must not:
- (a) bully any person;
 - (b) intimidate or attempt to intimidate any person who is or is likely to be a complainant, a witness, or involved in the administration of any investigation or proceedings, in relation to an allegation that a Member (including yourself) has failed to comply with this Code;
 - (c) do anything that compromises, or is likely to compromise, the impartiality or integrity of those who work for, or on behalf of, the Authority;
 - (d) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:
 - (i) you have the written consent of a person authorised to give it; or
 - (ii) you are required by law to do so; or
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
 - (iv) the disclosure is:
 - reasonable and in the public interest; and
 - made in good faith and in compliance with the reasonable requirements of the Authority;
 - (e) prevent another person from gaining access to information to which that person is entitled by law;
 - (f) conduct yourself in a manner which could reasonably be regarded as bringing your office or the Authority into disrepute;
 - (g) use or attempt to use your position as a Member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage.

Registering Disclosable Pecuniary Interests

4. (1) You must, before the end of 28 days beginning with the day you become a Member or Co-opted Member of the Authority, or before the end of 28 days beginning with the day on which this Code takes effect (whichever is the later), notify the Monitoring Officer of any Disclosable Pecuniary Interest.
- (2) In addition, you must, before the end of 28 days beginning with the day you become aware of any new Disclosable Pecuniary Interest or change to any interest already registered, register details of that new interest or change, by providing written notification to the Monitoring Officer.

- (3) Where you have a Disclosable Pecuniary Interest in any matter to be dealt with, or being dealt with, by you acting alone in the course of discharging a function of the Authority (including making a decision in relation to the matter), then if the interest is not registered in the Register of Members' Interests and is not the subject of a pending notification, you must notify the Monitoring Officer before the end of 28 days beginning with the day you become aware of the existence of the interest.
5. (1) Whether or not a Disclosable Pecuniary Interest has been entered onto the Register of Members' Interests or is the subject of a pending notification, you must comply with the disclosure procedures set out below.
- (2) Where you are present at a Meeting and have a Disclosable Pecuniary Interest or Other Significant Interest in any matter to be considered, or being considered, at the Meeting, you must:
- (a) disclose the Interest; and
 - (b) explain the nature of that Interest at the commencement of that consideration or when the Interest becomes apparent (subject to paragraph 6, below); and unless you have been granted a dispensation or are acting under para 5(4):
 - (c) not participate in any discussion of, or vote taken on, the matter at the Meeting; and
 - (d) withdraw from the Meeting room in accordance with the Authority's Procedure Rules whenever it becomes apparent that the business is being considered; and
 - (e) not seek improperly to influence a decision about that business.
- (3) Where you have a Disclosable Pecuniary Interest or Other Significant Interest in any business of the Authority where you are acting alone in the course of discharging a function of the Authority (including making an executive decision), you must:
- (a) notify the Monitoring Officer of the interest and its nature as soon as it becomes apparent; and
 - (b) not take any steps, or any further steps, in relation to the matter except for the purpose of enabling the matter to be dealt with otherwise than by you; and
 - (c) not seek improperly to influence a decision about the matter.
- (4) Where you have an Other Significant Interest in any business of the Authority, you may attend a Meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the Meeting for the same purpose. Having made your representations, given evidence or answered questions you must:
- (a) not participate in any discussion of, or vote taken on, the matter at the Meeting; and
 - (b) withdraw from the Meeting room in accordance with the Authority's Procedure Rules.

Sensitive Interests

6. (1) Where you consider that the information relating to any of your Disclosable Pecuniary Interests is a Sensitive Interest, and the Monitoring Officer agrees, the

Monitoring Officer will not include details of the Sensitive Interest on any copies of the Register of Members' Interests which are made available for inspection or any published version of the Register, but may include a statement that you have an interest, the details of which are withheld under this paragraph.

- (2) You must, before the end of 28 days beginning with the day you become aware of any change of circumstances which means that information excluded under paragraph 6(1) is no longer a Sensitive Interest, notify the Monitoring Officer asking that the information be included in the Register of Members' Interests.
- (3) The rules relating to disclosure of Interests in paragraphs 5(2) and (3) will apply, save that you will not be required to disclose the nature of the Sensitive Interest, but merely the fact that you hold an interest in the matter under discussion.

Gifts and Hospitality

7. (1) You must, before the end of 28 days beginning with the day of receipt/acceptance, notify the Monitoring Officer of any gift, benefit or hospitality with an estimated value of £100 or more, or a series of gifts, benefits and hospitality from the same or an associated source, with an estimated cumulative value of £100 or more, which are received and accepted by you (in any one calendar year) in the conduct of the business of the Authority, the business of the office to which you have been elected or appointed or when you are acting as representative of the Authority. You must also register the source of the gift, benefit or hospitality.
- (2) Where any gift, benefit or hospitality you have received or accepted relates to any matter to be considered, or being considered at a Meeting, you must disclose at the commencement of the Meeting or when the interest becomes apparent, the existence and nature of the gift, benefit or hospitality, the person or body who gave it to you and how the business under consideration relates to that person or body. You may participate in the discussion of the matter and in any vote taken on the matter, unless you have an Other Significant Interest, in which case the procedure in paragraph 5 above will apply.
- (3) You must continue to disclose the existence and nature of the gift, benefit or hospitality at a relevant Meeting, for 3 years from the date you first registered the gift, benefit or hospitality.
- (4) The duty to notify the Monitoring Officer does not apply where the gift, benefit or hospitality comes within any description approved by the Authority for this purpose.

Dispensations

8. (1) The Standards Committee, or any sub-committee of the Standards Committee, or the Monitoring Officer (where authorised) may, on a written request made to the Monitoring Officer (as appointed Proper Officer for the receipt of applications for dispensation) by a Member with an Interest, grant a dispensation relieving the Member from either or both of the restrictions on participating in discussions and in voting (referred to in paragraph 5 above).
- (2) A dispensation may be granted only if, after having had regard to all relevant circumstances, the Standards Committee, its sub-committee, or the Monitoring Officer (where authorised) considers that:
 - (a) without the dispensation the number of persons prohibited from participating in any particular business would be so great a proportion of

the body transacting the business as to impede the transaction of the business; or

- (b) without the dispensation, the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business; or
 - (c) granting the dispensation is in the interests of persons living in the Authority's area; or
 - (d) without the dispensation each member of the Authority's executive would be prohibited from participating in any particular business to be transacted by the Authority's executive; or
 - (e) it is otherwise appropriate to grant a dispensation.
- (3) A dispensation must specify the period for which it has effect, and the period specified may not exceed four years.
- (4) Paragraph 5 above does not apply in relation to anything done for the purpose of deciding whether to grant a dispensation under this paragraph 8.

THE SEVEN PRINCIPLES OF PUBLIC LIFE

In accordance with the Localism Act 2011, and in order to help maintain public confidence in this Authority, you are committed to behaving in a manner that is consistent with the following principles. However, it should be noted that these Principles do not create statutory obligations for Members and do not form part of the Code. It follows from this that the Authority cannot accept allegations that they have been breached.

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

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

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

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

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

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

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

The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations.

DISCLOSABLE PECUNIARY INTERESTS

(as prescribed by regulations)

The descriptions on Disclosable Pecuniary Interests are subject to the following definitions:

“**the Act**” means the Localism Act 2011

“**body in which the relevant person has a beneficial interest**” means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest

“**director**” includes a member of the committee of management of an industrial and provident society

“**land**” excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income

“**M**” means a member of the relevant authority

“**member**” includes a co-opted member

“**relevant authority**” means the authority of which M is a member

“**relevant period**” means the period of 12 months ending with the day on which M gives a notification for the purposes of section 30(1), or section 31(7), as the case may be, of the Act

“**relevant person**” means M or any other person referred to in section 30(3)(b) of the Act (the Member’s spouse, civil partner, or somebody with whom they are living as a husband or wife, or as if they were civil partners).

“**securities**” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society

Interest	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority: (a) under which goods or services are to be provided or works are to be executed; and

	(b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to M's knowledge): (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where: (a) that body (to M's knowledge) has a place of business or land in the area of the relevant authority; and (b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Member Role Descriptions

ALL MEMBERS (as representatives elected by their division)

Responsible to: Kent County Council and the people of Kent.

Role purpose: To represent the views of their local community and the people of Kent generally within and outside the Council.

1. To represent the individual constituents within their Divisions, undertaking casework on their behalf and serving all equally.
2. To liaise with Cabinet Members, other Council Members, officers and other service providers in ensuring that local community needs are considered and identified.
3. To encourage and promote two-way communication within the local community about the decisions of Council, information about Council services and Council procedures.
4. To represent the views, aspirations and concerns of the people of Kent as a whole, providing the focus for local democracy.
5. To participate in full Council meetings to:
 - determine the strategic priorities and objectives of the Council;
 - approve the annual budget and capital programme and the Council's Policy framework;
 - approve the scheme of remuneration for Members;
 - appoint and remove the Leader of the Council;
 - appoint and dismiss the Head of Paid Service;
 - approve the Constitution and any amendment to it; and
 - approve any other matters which by law can only be determined by the Council or one referred to Council.
6. To hold the Leader and Cabinet to account through scrutiny.
7. To participate as a member of the Cabinet, committee or advisory panel to which they are appointed.
8. If appointed, to represent the Council on outside bodies.
9. To monitor the effectiveness of service delivery and the appropriateness of policy across the County.
10. To ensure the probity of Council financial and other transactions (including through audit and standards processes).
11. To develop and maintain a working knowledge of the Council's services, management arrangements, powers/duties and constraints and to develop good working relationships with the relevant officers of the Council.
12. To lead by example and uphold the highest standards of conduct in public life and comply with the Code of Conduct and the Council's Constitution
13. To undertake such training and development as the Council, the Standards Committee or the Member's own Group may recommend from time to time.

LEADER OF THE COUNCIL

Responsible to: Kent County Council.

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

Main Duties and Responsibilities

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

DEPUTY LEADER OF THE COUNCIL

Responsible to: The Leader of the Council

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

Main Duties and Responsibilities

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

CABINET MEMBER

Responsible to: The Leader of the Council.

Role purpose: To undertake portfolio responsibilities as delegated by the Leader and be the Council's main representative and spokesman on their delegated areas of responsibility, determining the defined area of activity for Deputy Cabinet Members (if allocated) as appropriate.

Main Duties and Responsibilities

1. To participate in the Cabinet in respect of all areas of work, including making certain individual executive decisions within the defined area of responsibility and contributing to debate and strategic decision-making as part of the Cabinet as a whole
2. To act as the spokesman and advocate for the Council in respect of the area of responsibility.
3. To lead the development of the Council's policy framework within the defined area of responsibility and make recommendations to the Cabinet as appropriate.
4. To provide guidance to the Cabinet on the management and implementation of functions in relation to activities within the defined area of responsibility.

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

DEPUTY CABINET MEMBER

Responsible to: The Cabinet Member.

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

Main Duties and Responsibilities

1. To support the Cabinet Member in respect of all activities connected with the area of special responsibility.
2. To act as the Member champion and spokesman for the area of special responsibility both within and outside the Council.
3. To support the Cabinet Member in the development of the Council's policy framework within the area of special responsibility and make recommendations to the Cabinet Member on the making of executive decisions.
4. To support the Cabinet Member in monitoring the management and implementation of functions in relation to activities within the area of special responsibility.
5. To give guidance to their Cabinet Member on budget priorities within the area of responsibility.
6. To ensure the delivery of policy through officers and monitor performance against agreed objectives within the defined area of responsibility.
7. To assist the Leader in keeping under review the organisation and management processes of the Council; including the governance structures.
8. To work constructively and in an open and transparent way with backbench and Opposition Members, and Officers to ensure that the process of overview and scrutiny is appropriate, effective and proportionate
9. To appear before, and assist the Cabinet Member to respond to reports of Overview and Scrutiny bodies.
10. To support the Cabinet Member in driving forward the process of continuous improvement and responsiveness of Council services within the area of special responsibility.
11. To ensure that activities within their areas of responsibility take proper account of the Council's vision, core values and guiding principles.

12. To represent the Council at national and local level, on outside bodies or in partnership with other agencies, as agreed with the Cabinet Member.
13. To support the Cabinet Member in working closely with the Corporate Management Team and Senior Managers of every function aligned to their portfolio to ensure that operationally the Council is providing an effective service to the residents of Kent.
14. To assist the Leader and Cabinet Member to work closely with Cabinet Committees in enabling them to contribute to policy development and decision making.

CHAIRMAN OF THE COUNCIL

Responsible to: Kent County Council

Role purpose: As the Civic Head of the Council, to uphold the democratic values of the Council as a whole and represent the Council at civic and ceremonial functions

Main Duties and Responsibilities

1. Provide strong, fair and visible civic and ceremonial leadership to the Council in relation to citizens, stakeholders, partners, Members and Officers.
2. Ensure that Kent County Council is represented at such civic and ceremonial functions as the Council or he/she determines appropriate
3. Be the principal ambassador for the Council and the County, both at home and abroad and formulate and deliver speeches as appropriate
4. Promote public involvement in the Council's activities
5. Uphold and promote the Council's constitution and, if necessary, rule on the interpretation of the constitution at formal meetings of the County Council
6. Preside over meetings of the Council, including determining the topic of the item for full debate, the order of items and a timetable for each Council meeting after consultation with the political group leaders, to ensure that the business of the Council can be carried out efficiently and with regard to the interests of the community and the rights of elected Members of all political groups and independent Members
7. Request such special meetings of the Council as may be considered necessary or appropriate by Members, determining their format in consultation as required by the circumstances and in accordance with the business to be discharged.
8. Ensure the Council meeting is a forum for the debate of matters of concern to the local community and a place at which Members who are not on the Executive can challenge and debate Executive and other matters
9. Be consulted on any matter in relation to which consultation with the Chairman of the Council is required under the Constitution
10. During his/her year as Chairman, to continue to perform the duties expected of all County Councillors in relation to his/her electoral Division
11. To witness the sealing of official KCC legal documents in the period immediately after a County Council Election until such time as the Leader appoints his or her Cabinet
12. To foster and maintain good working relationships with other Local Authorities, both within and outside the County of Kent
13. To act as the leading Civic dignitary in the conduct of Citizenship Ceremonies

VICE-CHAIRMAN OF THE COUNCIL

Responsible to: The Chairman of the County Council and Kent County Council

Role purpose: To fulfil the duties of the Chairman in his or her absence, to assist the Chairman in specific duties as required.

Main Duties and Responsibilities

1. To support the Chairman of the Council in carrying out his or her Civic responsibilities.
2. Deputise as the Chairman may require in his or her absence
3. Undertake specific tasks and responsibilities as requested by the Chairman
4. Share and support in general the full workload range of the Chairman

COMMITTEE CHAIRMEN

Responsible to: Kent County Council

Role purpose: To provide leadership and direction for the Committee to ensure that the Committee takes balanced decisions based on all relevant evidence, always with impartiality and fairness

Main Duties and Responsibilities

1. Provide leadership and direction for the Committee
2. Chair and manage the business of the Committee, ensuring that all committee members have an opportunity to make a relevant contribution
3. Request such additional meetings of the Committee as may be considered necessary or appropriate
4. Promote the role of the Committee both within and outside the Council
5. Represent the Council and the Committee on relevant external bodies as required
6. Guide Members through those functions delegate by the Council to the Committee
7. To be consulted on matters of business between meetings
8. To undertake the necessary preparation prior to Committee meetings to lead the Committee effectively.
9. Ensure that the Committee takes balanced decisions based on all relevant evidence, always with impartiality and fairness
10. To manage the meeting to ensure the objectives of the meeting are fulfilled.
11. Ensure, where appropriate, that there is full consultation with and participation by all interested parties on issues to be considered by the Committee
12. Ensure that Committee decisions are properly recorded with full justifications
13. Liaise and consult with relevant officers wherever appropriate
14. To define and manage appropriate member and officer conduct at the meeting

CHAIRMAN OF A CABINET COMMITTEE

Responsible to Kent County Council

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

1. To ensure that the work of the Cabinet Committee is at all times conducted in a positive manner and in the interests of the Council and the people of Kent.
2. To work constructively and in an open and transparent way with the Executive Members and Officers
3. To assist the Council and Executive in the development of the policy framework and budget by an in-depth analysis of policy issues in the area/s for which they have special responsibility
4. To encourage and enhance community participation in the development of policy options in the areas for which they have special responsibility

5. To support the work of the Cabinet Committee in ensuring the effective operation of the Committee in their areas for which they have special responsibility which will:
 - (a) examine and review proposed decisions to be made by the Cabinet Member(s) for the areas in which they have special responsibility
 - (b) Question the Cabinet Member(s) and senior officers for the areas in which the Committee has special responsibility about their decisions and performance, whether generally in comparison with service plans and targets

ADDITIONAL RESPONSIBILITIES FOR THE CHAIRMAN OF THE SCRUTINY COMMITTEE

Role purpose: To lead the effective scrutiny of the Council's decisions and actions and monitor policy development within appropriate areas of responsibility.

Main Duties and Responsibilities

1. To ensure that the work of the Scrutiny Committee (and any sub-committees thereof) is at all times conducted in a positive manner and in the best interests of the Council and the people of Kent.
2. To work constructively and in an open and transparent way with Executive Members, the Cabinet Committees and officers to ensure that the process of overview and scrutiny is appropriate, effective and proportionate.
3. To lead and support the Scrutiny Committee in ensuring the effective operation of a scrutiny function which will:
 - (a) examine and review decisions made by the Cabinet, Cabinet Members other committees and Council officers exercising executive functions;
 - (b) question Members of the Cabinet, other appropriate committees and senior officers about their decisions
 - (c) make recommendations to the Leader, the Cabinet, a Cabinet Member, officers and/or Council arising from the outcome of the scrutiny process, the performance management of functions and service delivery
4. To scrutinise and review the County Council budget process.
5. To lead and support Members in scrutinising authorities responsible in Kent for:
 - (a) Crime and Disorder Strategies
 - (b) Risk management authorities of flood risk management functions or coastal risk functions
6. To support the development of an annual scrutiny work programme, including the Select Committee Work Programme.

LOCALITY LEAD/VICE CHAIRMAN OF A LOCALITY BOARD

Role Purpose: Working closely with the Senior Officer Leads (KCC Director) and Community Engagement Officers to develop on behalf of the County Council with all partners the effective delivery of services.

1. To co-ordinate and lead the County Council representation and support partners within the locality:

- (a) to develop effective co-design and delivery of services within the locality;
 - (b) with the Locality Board Chairman/District Leader to lead on behalf of the County Council discussions and negotiations leading to the devolvement of partner budgets and the joint commissioning of services
 - (c) to assist in the development of a governance framework that delivers outcomes for the residents of the locality, recognising the wishes of the partners
2. To immediately report to the County Council Leader when they feel that the Locality Board is not acting in a manner acceptable to the Council or in the public interest.
 3. Working closely with the District Leader/Locality Board Chairman, Senior Officer Lead and Community Engagement Manager as the conduit for the County Council within the locality to ensure the partners within the locality are working in a collegiate manner.
 4. To help to shape the priorities of the Locality Board and to ensure that these are supported, where appropriate, by the Council.
 5. To guide the work of other County Council Members participating on Locality Boards in their roles:
 - (a) To be advocates for the Council and the communities they serve on Locality Boards
 - (b) To make contributions to Locality Boards based on both their local knowledge and their wider knowledge of Kent wide issues.
 6. To have an oversight of the Local Children's Trusts, Youth Advisory Groups, the emerging public health agenda and any local governance structures in which the County Council is one of the partners.

ADDITIONAL RESPONSIBILITIES FOR THE CHAIRMAN OF THE PLANNING APPLICATIONS COMMITTEE

Role Purpose: To provide leadership and direction for the Committee to ensure that the Committee takes balanced decisions based on all relevant evidence, always with impartiality and fairness

Main Duties and Responsibilities

1. To Chair the monthly meetings of the Planning Applications Committee, which has statutory authority for determining all planning applications to KCC (waste and mineral related applications and all KCC developments including schools, highways and social services applications)
2. To undertake relevant and frequent training and development sessions to ensure that the role can be performed to the exacting standards required
3. To attend site visits, public meetings and meetings with Officers as required on a frequent basis

LEADER OF THE OPPOSITION (THE LARGEST POLITICAL GROUP AFTER THE ADMINISTRATION)

Responsible to: Kent County Council

Role purpose: To provide strong, fair and visible leadership and direction to the largest Opposition Group within the Council

Main Duties and Responsibilities

1. Act as a spokesperson for the Group and as a representative of the Council to external bodies and organisations as appropriate
2. Represent the interests of the Group in any discussions with the Leader of the Council, other Group Leaders, other Senior Members of the Council or Senior Officers
3. Be responsible for the appointment of Group Members to seats on Council Bodies in accordance with the Council's political balance apportionments
4. Comment on, challenge and review the Majority Group's performance in the coordination and implementation of its policies and procedures
5. Be the Group's principal consultee on Council business in general and establish and represent the views of the Group on issues of policy and probity
6. With all Group Leaders, work with the Corporate Management Team on relevant corporate matters
7. Support the learning and development needs of all Members of the Group

DEPUTY LEADER OF THE OPPOSITION (THE LARGEST POLITICAL GROUP AFTER THE ADMINISTRATION)

Responsible to: Kent County Council

Role purpose: To fulfil the duties of the Leader of the Opposition in his or her absence, to assist the Group Leader in specific duties as required

Main Duties and Responsibilities

1. Undertake a full deputising role in the absence of the Leader of the Group
2. Undertake specific tasks and responsibilities as requested by the Leader of the Group
3. Work actively with the Leader of the Group to co-ordinate the work of the Group
4. Share and support in general the full workload range of the Leader of the Group