

**Ward Boundary Review
of South Cambridgeshire District Council**

Stage 1 – Council Size

**Submission to the Local Government
Boundary Commission for England**

[24 September 2015]

1. Executive Summary

Having considered the future arrangements for Council size, the Council is recommending that 45 Councillors would provide efficient and effective representation to the public, although it strongly emphasises that, in view of the rural nature of the district and the significant number of communities that make up South Cambridgeshire, any number below 45 would not be preferable by way of ensuring democratic representation to the district's residents. In developing this submission the Council took as its starting point the existing number of Members and then considered whether the evidence supported a variation of that figure.

The Council's Leader and Cabinet governance model means that the majority of decisions are taken by the Leader and seven Portfolio Holders who make up the Council's Cabinet, with the nine Members of the Scrutiny and Overview Committee having the main responsibility of holding these decision takers to account, although it is recognised that all Members are also obliged to carry out this role. The Council's decision-making and committee structure is set out in more detail in the body of this submission document.

South Cambridgeshire District Councillors have a high profile within their local communities and there is an expectation from the majority of Parish Councils in the district for District Councillors to attend most, if not all, of their meetings. Initial modelling has suggested that, although a reduction in Council size will make meeting this expectation more challenging, it may be possible with a Council of 45 Members for Councillors to maintain a presence at Parish Council meetings, thereby fulfilling this expectation.

As further justification for consideration, the Council has answered the questions within the Local Government Boundary Commission for England's guidance document on Council size as part of this submission.

2. Introduction

The Local Government Boundary Commission for England has confirmed that South Cambridgeshire District Council is in its ward boundary review programme for 2014/2015. The first stage of the review is to decide how many Councillors, in total, should make up the Council in future.

In considering Council Size the Commission considers the following four parts:

1. Governance and decision making – what is the right number of councillors to take decisions and manage the business in an effective way?
2. Scrutiny functions – what is the right number of councillors to administer South Cambridgeshire's scrutiny responsibilities in a convenient and effective way?
3. Representational role of councillors – what is the right number of councillors to represent and provide leadership to local communities in South Cambridgeshire?
4. The future – what governance changes are being considered and how to these impact on the number of councillors needed in the future?

This document represents the Council's submission on Council Size after consideration of these four factors.

3. South Cambridgeshire in Context

South Cambridgeshire is the second largest district in Cambridgeshire covering approximately 350 square miles of countryside. It is also the second most populated district after Huntingdonshire and the district completely surrounds Cambridge City. It shares its boundaries with Huntingdonshire, Fenland and East Cambridgeshire to the north. In the south the district has boundaries with North Hertfordshire, Central Bedfordshire, Uttlesford and St. Edmundsbury.

South Cambridgeshire is relatively rural with most of the population living in villages or rural areas – there are currently no towns in South Cambridgeshire. Some communities are very isolated as a result of this rurality, which does provide challenges in terms of service provision and democratic representation. Cambourne is currently the largest village in the district with approximately 8,820 people, Sawston is the second largest village with approximately 7,160 people and Cottenham is the third largest village with approximately 6,100 people. Cambourne, Sawston and Cottenham are currently ranked 13th, 15th and 18th respectively of the largest settlements in Cambridgeshire. However, future development will be focussed around the fringes of Cambridge and in a new town (Northstowe).

South Cambridgeshire is a rural district with a population of 153,300 residents. This population is expected to increase significantly faster than the national average and by 2026, the population is expected to increase by 15.1% to 176,500 residents.

South Cambridgeshire as an area is considered as significant to unlocking economic growth regionally and nationally, as has been demonstrated by the successful allocation by government of significant funding through the Greater Cambridge City Deal of which South Cambridgeshire District Council is a key partner. Employment sites in the district are also attracting international companies such as Astra Zeneca, which is a clear indication of the economic growth that can be expected in the very near future.

4. Part 1 – Governance and decision making

4.1 Leadership

4.1.1 What kind of governance arrangements are in place for your authority? Does the council operate an executive mayoral, Cabinet/Executive or committee system?

South Cambridgeshire District Council operates a Leader and Cabinet model of governance. The responsibilities of Cabinet Members for 2015/16 is set out at **Annex A** and the Council's governance/committee structure is set out at **Annex B**.

4.1.2 To what extent are decisions delegated to portfolio holders or are most decisions taken by the full Executive and/or Mayor?

Cabinet meets approximately every six weeks, but a significant number of decisions are made independently by Portfolio Holders. Portfolio Holders themselves usually hold meetings to consider items and make decisions. The normal access to information rules apply to these meetings, which are held as public meetings, and involve opposition spokespersons, monitors from the Scrutiny and Overview Committee and any other Member of the Council wishing to attend.

4.1.3 Do Executive (or other) members serve on other decision making partnerships, sub-regional, regional or national bodies?

The Leader of the Council is a member of the Greater Cambridge City Deal Executive Board, which is a formal joint committee with delegated executive decision-making power made up of members from South Cambridgeshire District Council, Cambridge City Council, Cambridgeshire County Council, the Local Enterprise Partnership and the University of Cambridge.

The Portfolio Holder for Strategic Planning and Transportation is Chairman of the Northstowe Joint Development Control Committee, which consists of representatives from South Cambridgeshire District Council and Cambridgeshire County Council. The Joint Development Control Committee has delegated development control decision-making powers in respect of the new town of Northstowe.

Members also represent the Council on a second Joint Development Control Committee for Cambridge Fringes, which consists of representatives from South Cambridgeshire District Council, Cambridge City Council and Cambridgeshire County Council and has the same delegated authority to make development control decisions for a prescribed area within the Cambridge Fringes.

Membership of other decision making partnerships, sub-regional or national bodies by Members of the Council include those set out in **Annex C**.

4.1.4 In general, are leadership and or portfolio roles considered to be full time roles?

The positions of Leader, Deputy Leader and Cabinet Portfolio Holder, although not deemed as being considered as full time positions, do require a substantial commitment given the level of responsibility and significant additional time that needs to be spent to undertake those roles effectively.

4.2 Regulatory

4.2.1 In relation to licensing, planning and other regulatory responsibilities to what extent are decisions delegated to officers?

With the exception of the Licensing Act, which states that if an objection is received to an application it must go to a Committee or Sub-Committee, all licensing matters are determined by officers with a right of appeal to an Appeals Sub-Committee.

In accordance with the Act, decisions affecting licensing conditions or policy making are all made at Committee level. Meetings of the Committee are held on an ad hoc basis whenever required, with Appeals Sub-Committees being much more frequent in response to any appeals submitted.

A significant number of decisions are delegated to officers in respect of development control and planning, as per a detailed scheme of delegation. The Planning Committee still meets on a monthly basis and on average will consider ten applications at each meeting, which themselves can last up to four hours and, in some cases, beyond that.

4.2.2 How many members are involved in committees?

The Civic Affairs Committee consists of 12 Members.

The Corporate Governance Committee consists of 9 Members.

The Employment Committee consists of 9 Members.

The Licensing Committee consists of 15 Members.

The Planning Committee consists of 12 Members.

6 South Cambridgeshire District Council Members sit on the Northstowe Joint Development Control Committee.

6 South Cambridgeshire District Council Members sit on the Joint Development Control Committee – Cambridge Fringes.

4.2.3 Is committee membership standing or rotating?

Committee membership is standing, although use of named substitutes from each political group is permitted.

All members and substitutes of the Employment Committee, Licensing Committee and Planning Committee have to have received specific and recent training on the functions, law and decision-making powers of each committee before they are able to act on that committee. Training for the Planning Committee is also applied to Members of the Joint Development Control Committees.

4.2.4 Are meetings ad hoc, frequent and/or area based?

The Civic Affairs Committee usually meets a minimum of 4 times a year.

The Corporate Governance Committee usually meets a minimum 5 times a year.

The Employment Committee meets at least once a year but additional meetings may be necessary on an ad hoc basis.

The Licensing Committee meets on an ad hoc basis as a full Committee, but more regularly in the form of Appeals Sub-Committees.

The Planning Committee meets on a monthly basis.

The Joint Development Control Committees tend to meet approximately six times a year.

4.2.5 What level of attendance is achieved? Are meeting always quorate?

Attendance levels for all meetings that Members were summoned to attend in 2014/15 are set out in **Annex D**.

Meetings of regulatory committees are always quorate.

4.2.6 Does the council believe that changes to legislation, national or local policy will have influence over the workload of committees and their members which would have an impact on council size?

This would most likely impact the training that Members on certain committees would need to attend, rather than have influence over the workload of Members and the committees or bodies that they sit on.

4.3 Demands on time

4.3.1 Is there a formal role description for councillors in your authority?

The Council has adopted a role description for its elected Members, together with role descriptions for key elected Member roles in the authority, as part of its Constitution. These role descriptions are set out at **Annex E**.

4.3.2 Do councillors receive formal training for all or any roles at the council?

The Council has a Member Development Strategy and Member Development Programme in place and is committed to providing opportunities for its elected Members to undertake training and develop on a wide range of topics and subjects.

Formal training is put in place for all Members of regulatory committees, for which attendance is mandatory before they are able to act on the Committee.

Formal leadership training is offered to all Members of Cabinet.

Formal chairmanship training is offered to Chairmen and Vice-Chairmen of committees.

In terms of training in general, there is an expectation that Members have to take part in significant amounts of training in order to be able to carry out their roles effectively, a lot of which is continual or reoccurring.

There is also pressure on Members to ensure that they keep themselves up to date when changes occur, such as the introduction of new legislation, regulations or guidance.

4.3.3 Do councillors generally find that the time they spend on council business is what they expected?

Of those Members who answered this question in a recent survey, 24 Members indicated that the time they spent on Council business was what they expected, whereas 17 Members stated that it was not what they expected.

4.3.4 How much time do members generally spend on the business of your council?

Of those Members who answered this question in an initial survey, 21 Members indicated that they generally spend over 30 hours a month on Council business. Further clarification was sought from the Council's Civic Affairs Committee on this issue, so a further survey highlighted that the following time was spent on Council business by those Members who took part in the survey:

10-20 hours per month	1 Member
20-30 hours per month	1 Member
30-40 hours per month	3 Members
40 – 50 hours per month	5 Members
50-60 hours per month	2 Members
60-70 hours per month	2 Members
70-80 hours per month	4 Members
80 – 90 hours per month	2 Members
More than 100 hours per month	4 Members

4.3.5 Does the council appoint members to outside bodies? If so, how many councillors are involved in this activity and what is their expected workload?

Yes, a list of outside bodies and the number of nominees is attached at **Annex C**.

Members are expected to attend meetings and provide reports back to the Council on any areas of relevant interest in respect of the outside body they are appointed onto. This is facilitated by the Partnerships Review Committee which regularly receives reports from Members appointed to outside bodies. Cabinet Members also report any relevant issues from Outside Bodies to meetings of Cabinet.

The frequency of meetings for each Outside Body will be different in each case, so the expected workload will vary depending on which body the Member sits on.

4.3.6 Does the council attract and retain members?

The average number of candidates that stood for seats at the Council's 2012, 2014 and 2015 elections is 3.74, which suggests that the Council continues to attract Members to stand for election and subsequently become District Councillors.

No seats have been uncontested at South Cambridgeshire District Council since 2006.

Four Members stood down in the 2015 elections, two of which were very long standing Councillors who decided to retire. The majority of Members in the last three elections have stood again to contest their seats.

4.3.7 Have there been any instances where the council has been unable to discharge its duties due to a lack of councillors?

No.

4.3.8 Do councillors have an individual or ward budget for allocation in their area? If so, how is such a system administered?

No.

5. Part 2 – Scrutiny functions

5.1 How do scrutiny arrangements operate in the authority? How many committees are there and what is their membership?

The Council has two scrutiny committees, the Scrutiny and Overview Committee (which focusses on the Council's service delivery, performance and budget from an internal perspective) and the Partnerships Review Committee (which focuses on how effective the Council works with other bodies and organisations within the District).

Both bodies consist of 9 Members and meet a minimum of four times a year.

5.2 What is the general workload of scrutiny committees? Has the council ever found that it has too many active projects for the scrutiny process to function effectively?

The Scrutiny and Overview Committee's workload is reflective of decisions scheduled to be taken by Portfolio Holders or Cabinet as part of pre-decision scrutiny. In reviewing the performance of services it also adds items to its work programme independently. To assist with this, the work prioritisation flowchart attached at **Annex F** is used.

More in depth scrutiny reviews are carried out in the shape of informal working groups or Task and Finish groups, which enable the Committee to consider more items of business and manage its workload effectively.

The Committee has a manageable work programme of active projects and the work prioritisation flowchart assists in ensuring that the Council's scrutiny and overview process functions effectively.

Scrutiny Monitors are also appointed to attend Portfolio Holder Meetings and undertake a scrutiny and overview role at those meetings by way of providing challenge and holding decision-takers to account. Scrutiny Monitors can subsequently report any recommendations they may have made at those meetings into the Scrutiny and Overview Committee as part of a standing item on the agenda for its meetings.

The Partnerships Review Committee's work programme focusses on how South Cambridgeshire District Council works with partner bodies and organisations in the district. External speakers are usually invited to provide the Committee with an opportunity to ask questions about priorities and performance. A standing item on the agenda for meetings of the Partnerships Review Committee is to receive update reports from Members of outside bodies.

Training facilitated by the Centre for Public Scrutiny has been provided for all Members of the Scrutiny and Overview Committee and Partnerships Review Committee, focussing on how to effectively challenge decision-takers, questioning skills and using evidence to come to conclusions.

5.3 How is the work of scrutiny committees programmed? Is the work strictly timetabled?

The work of the Scrutiny and Overview Committee is programmed in consultation with the Chairman, following requests received from officers and Members of the Committee for items to be included on the agenda for meetings. The work prioritisation flowchart assists in the consideration of these items. The work programme is also considered collectively as a Committee at each meeting.

The Partnerships Review Committee considers its work programme at every meeting, with the Chairman and Vice-Chairman having the discretion to consider key items of business and invite external speakers to attend.

Pre-scrutiny work has to be strictly timetabled in order to ensure that recommendations can be fed into Portfolio Holders or Cabinet before decisions are taken.

Task and Finish Groups will always have terms of reference agreed at the outset of each review. This will include confirmation of a completion date which is strictly adhered to in order to focus the group's work.

5.4 What activities are scrutiny committee members expected to carry out between formal meetings?

Scrutiny and Overview Committee members would be expected to monitor the work of Cabinet and Portfolio Holders in between formal meetings of the Committee, especially the Scrutiny Monitors.

Those involved in Task and Finish Groups would also be required to read, digest and analyse information relating to the subject being reviewed.

6. Part 3 – Representational role of councillors

6.1 In general terms, how do councillors carry out their representational roles with electors? Do members mainly respond to casework from constituents or do they have a more active role in the community?

Councillors can opt to carry out their representational role within communities in any way which suits them. Generally this would consist of attending meetings of Parish Councils and responding to casework from residents. The majority of Members are very active in their communities and will spend time attending Parish Council meetings and a range of local forums and interest groups in their capacity as local District Councillor.

6.2 How do councillors generally deal with casework? Do they pass on issues directly to staff or do they take a more in depth approach to resolving issues?

Members operate in different ways depending on the individual, however, generally casework would initially be dealt with by a Member once a query is received by a resident. They would normally contact Council officers for assistance if they required technical advice or if the issue was an operational matter.

6.3 What support do councillors receive in discharging their duties in relation to casework and representational role in their ward?

Members receive no direct support in discharging these duties, although the advice of professional officers at the District Council is always available to Councillors and issues are often referred to officers as and when necessary in order to seek resolution.

6.4 How do councillors engage with constituents? Do they hold surgeries, distribute newsletters, hold public meetings, write blogs etc?

Councillors engage with their residents using all of the above methods, depending on the individual. Social media, such as Facebook and Twitter, is becoming a very popular way of Members engaging with their residents.

6.5 How has the role of councillors changed since the council last considered how many elected members it should have?

The Council implemented a Leader and Cabinet model of governance at the same time as the previous review took place in 2001/02. The role of Members will therefore have changed since the last review in accordance with the revised model of governance.

The introduction of the Leader and Cabinet model has resulted in less meetings of Full Council and other bodies that would have previously had decision-making powers.

Social media and improved technology has meant that Members are more able to communicate with their communities, which has changed the way in which some Members operate as a District Councillor.

6.6 Has the council put in place any mechanisms for councillors to interact with young people, those not on the electoral register or minority groups or their representative bodies?

The Council actively supports the South Cambridgeshire Youth Council and provides opportunities for engagement both informally and formally.

No formal mechanisms are in place to support those not on the electoral register or minority groups, other than appointments to outside bodies that may provide links into representatives of these groups.

6.7 Are councillors expected to attend meetings of community bodies such as parish councils or residents associations? If so, what is the level of their involvement and what role are they expected to play?

A recent survey to both District Councillors and Parish Council Chairmen/Clerks suggests overwhelmingly that there is an expectation for District Councillors to attend meetings of Parish Councils.

Most District Councillors make an effort to attend all, if not the majority, of meetings of the Parish Councils within their respective electoral wards. Their main role at these meetings is to ensure that Parish Councils are accurately informed of District Council issues.

7. Part 4 – The future

7.1 Localism and policy development

7.1.1 What impact do you think the localism agenda might have on the scope and conduct of council business and how do you think this might affect the role of councillors?

The Council already has effective working arrangements in place with localities and communities, specifically through Parish Councils and other community groups. Members and officers meet regularly with representatives of Parish Councils formally through Parish Forum meetings. Parishes are also consulted on specific proposals and the Council provides a regular information bulletin aimed solely at Parish Councils, in addition to informal liaison that takes place frequently with Parishes on local issues.

7.1.2 Does the council have any plans to devolve responsibilities and/or assets to community organisations? Or does the council expect to take on more responsibilities in the medium to long term?

The Council has actively empowered communities and Parish Councils by encouraging and enabling them to own and be responsible for facilities in their areas that are considered to be community assets, through a range of methods including advice from officers and community grant funding. This support and way of working with Parish Councils and community groups has long been an integral part of the culture of South Cambridgeshire District Council.

The District Council's only significant assets are the administrative headquarter building, South Cambridgeshire Hall, and its Council housing stock. It also owns a housing company, Ermine Street Housing Ltd.

7.2 Service delivery

7.2.1 Have changes to the arrangements for local delivery of services led to significant changes to councillors' workloads? (For example control of housing stock or sharing services with neighbouring authorities)

The Council has joint working and shared services arrangements in place with partner Councils for a number of key services including waste and recycling, legal services, ICT, building control, internal audit and payroll. Members of South Cambridgeshire District Council still take decisions and undertake the overview and scrutiny role from the perspective of the District Councils interests in the joint arrangements. This has not, therefore, impacted the workload of Councillors.

The Council maintains control of its housing stock, which places additional duties on Councillors in terms of dealing with enquiries from tenants as a first point of contact and the decision-making and scrutiny aspects around providing such services. Councillors also form part of the Board for the Council's housing company, Ermine Street Housing Ltd, adding to their respective levels of responsibility.

The Greater Cambridge City Deal is a significant partnership arrangement that impacts South Cambridgeshire District Council. Some Members of South Cambridgeshire District Council are also Members of the City Deal Executive Board

and Joint Assembly, which each meet approximately ten times a year. Members of these bodies have noticed a significant increase in their respective workloads.

The Council has placed more emphasis on commercialisation and creating alternative and sustainable income streams. This has required more training to be put in place for Members who themselves need to understand this different approach to service delivery.

7.2.2 Are there any developments in policy ongoing that might significantly affect the role of elected members in the future?

Significant new development proposed in South Cambridgeshire, together with the development of the new town of Northstowe, will have an impact on the role of Members both locally in their communities if affected by new development and for those that sit on the Planning Committee, Northstowe Joint Development Control Committee and Cambridge Fringes Joint Development Control Committee.

7.3 Finance

7.3.1 What has been the impact of recent financial constraints on the council's activities? Would a reduction in the scope and/or scale of council business warrant a reduction in the number of councillors?

The Council has consistently had a Medium Term Financial Strategy in place which reflects the need to make significant efficiency savings. Savings targets have continually been met year on year, but this is an ongoing challenge.

The Council is seeking alternative and sustainable income streams and a number have already been identified. Ermine Street Housing Ltd (the Council's housing company) and the Commercialisation Programme are two such examples.

Despite the curtailing of some non-mandatory services, the additional funding streams outlined above, together with significant partnerships such as the Greater Cambridge City Deal, does not suggest a reduction in the scope and/or scale of Council business.

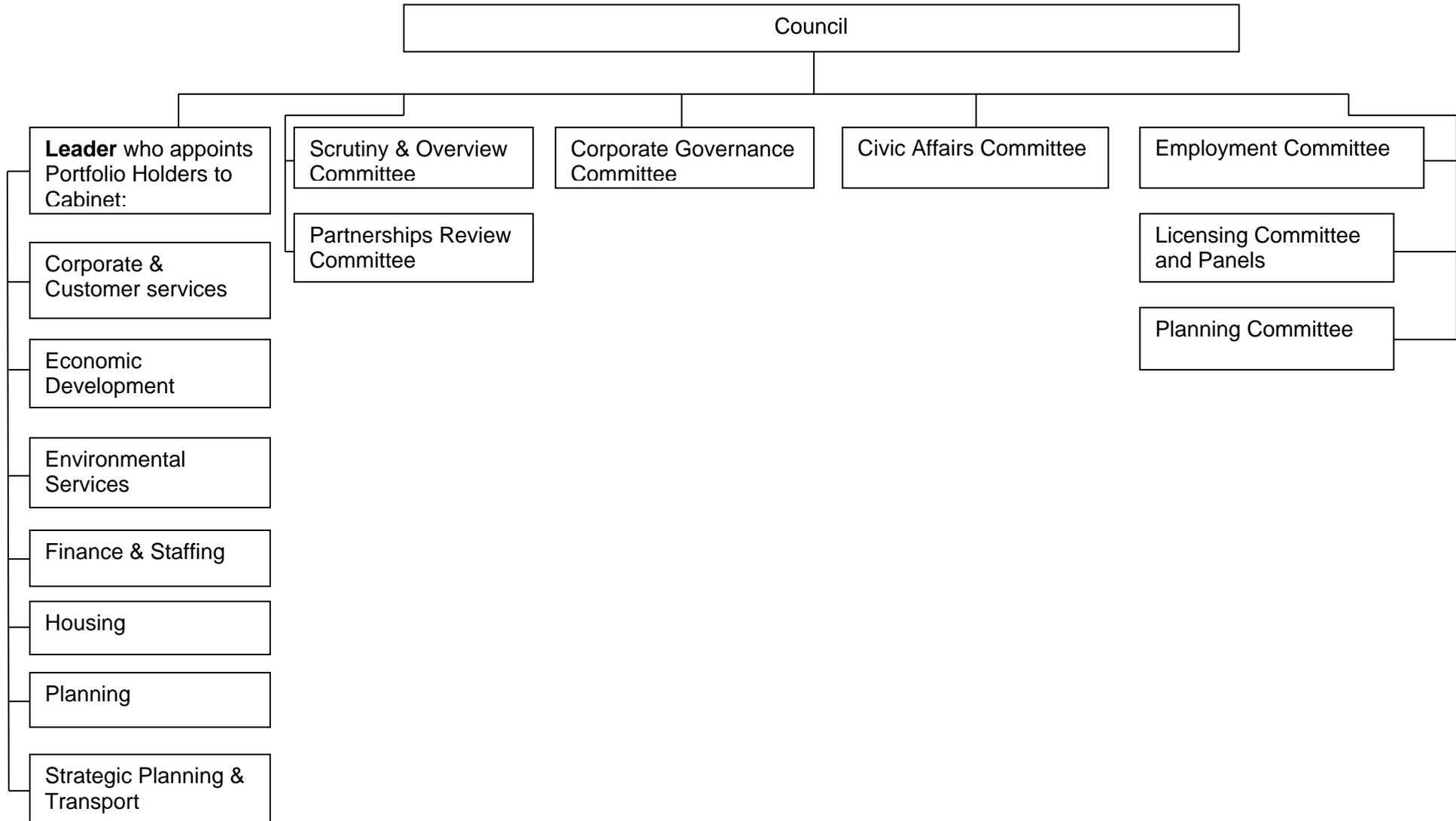
7.3.2 If you are proposing a reduction in the number of councillors for your authority to what extent is this a reflection of reduced activity of the council overall, an anticipation of efficiency plans or a statement to local people? Or none of these things?

The Council, in considering its Council size as part of the Boundary Commission's review, has accepted that a reduction in Councillors is an unavoidable requirement. However, it does have grave concerns that the rurality of the district will put significant pressure on Councillors' ability to provide sufficient democratic representation for the rurally isolated residents and communities South Cambridgeshire. The Council therefore recommends a Council size of 45 and strongly advises against any reduction below this figure.

Cabinet Members and Responsibilities 2015-16

Description and / or Portfolio	Member	Services Covered	Lead Member for Cross Cutting Themes and / or Corporate Priorities	Lead Officer	Scrutiny Monitors	Opposition Spokesmen
Leader	Ray Manning	Lead on Strategic Policy, Partnerships, Grants Co-ordination and Delivery, Tackling the effects of Climate Change		Mike Hill	<i>Lynda Harford</i>	<i>Bridget Smith John Williams</i>
Deputy Leader Finance and Staffing	Simon Edwards	Finance, Staffing, Revenues and Benefits	Welfare Reform	Alex Colyer	<i>Roger Hickford</i>	<i>Bridget Smith John Williams</i>
Corporate and Customer Services	Peter Topping	Corporate Services (including Information and Communications Technology [ICT], Customer Service, Risk, Procurement, Value for Money [VfM] / Performance), Communications	Member Development	Alex Colyer	<i>To be appointed</i>	<i>Henry Batchelor Jose Hales</i>
Economic Development	Nick Wright	Economic Development, the Local Enterprise Partnership, Business Support	Broadband delivery and Children and Young People	Jo Mills	<i>To be appointed</i>	<i>Philippa Hart Tumi Hawkins Bridget Smith</i>
Environmental Services	Mick Martin	Environmental Health and Services, Waste and Recycling, Public Health, Private Sector Housing, Land Drainage, Licensing, Liaison with Parishes, Community Groups / Voluntary Sector, Sport	Health Enforcement, Older People	Mike Hill	<i>To be appointed</i>	<i>Anna Bradnam Janet Lockwood</i>
Housing	Mark Howell	Housing Strategy, Housing Advice and Options, Home Improvement Grants, Housing Landlord services	Equality & Diversity	Alex Colyer, Stephen Hills	<i>Bunty Waters</i>	<i>Anna Bradnam Philippa Hart Jose Hales Hazel Smith</i>
Planning	Robert Turner	Development Control, Design and Conservation, Building Control, Planning Policy, Planning,		Mike Hill, Jo Mills	<i>Kevin Cuffley</i>	<i>Henry Batchelor Aidan Van de Weyer</i>
Strategic Planning and Transportation	Tim Wotherspoon	Strategic Transport, Community Transport, Development of new and existing Communities, Northstowe		Jo Mills	<i>Grenville Chamberlain</i>	<i>Bridget Smith Hazel Smith Aidan Van de Weyer</i>

South Cambridgeshire District Council governance/committee structure



List of Outside Bodies

Appointed by Council

Name	Representative(s)
Cambridgeshire County Council Health Committee	One Member One Substitute
Age Concern	One Member
Association of Impington Action for Sport (IMPACT)	One Member
Bassingbourn Village College Centre Management Committee	One Member
Cambridge Airport Consultative Committee	One Member
Cambridge and County Folk Museum Committee of Management	One Member
Cambridge City, South Cambs and County Council Strategic Planning Group	Three Members Two Substitutes
Cambridge & District Citizens' Advice Bureaux Management Committee Trustee Board	One Member
Cambridge City, South Cambs & County Council Strategic Transport & Spatial Planning Group	Three Members One Substitute
Cambridge Marriage Guidance Council (Relate)	One Member
Cambridgeshire & Peterborough Association of Local Councils (CPALC)	One Member
Cambridgeshire & Peterborough Waste Partnership	One Member
Cambridgeshire Historic Churches Trust Advisory Council	One Member
Cambridgeshire Museums Advisory Partnership	One Member
Cambridgeshire Water Forum	One Member
Carers Trust Cambridgeshire	One Member
Comberton Village College Governing Body Sub-Committee	One Member
Community Wellbeing Partnership (Health and Wellbeing District Members Forum?)	One Member
Conservators of the River Cam	One Member
Cottenham Village College Sports Centre Management Group	One Member
County Advisory Group on Archives & Local Studies	One Member
East of England Local Government Association	One Member
Emmaus Cambridge Community	One Member
Farmland Museum Trustees	One Member
Francis John Clear Almshouses, Melbourn	One Member
Friends of Milton Country Park	One Member
Gamlingay Village College GVC Leisure Ltd	One Member
Health and Wellbeing District Members' Forum	One Member
Joint Strategic Planning and Transport Members' Group	Three Members Two Substitutes
Linton Voluntary Community Business and Premises Group	One Member
Mepal Outdoor Centre	One Member
Natural Cambridgeshire	One Member
Needingworth Quarry Liaison Committee	One Member
North Herts & District Citizens Advice Bureau	One Member

Old West Internal Drainage Board	Three Members
Over & Willingham Internal Drainage Board	One Member
Papworth Hospital NHS Foundation Trust	One Member
Responsive Repairs Partnership Management Board	Two Members
Sawston Patient Reference Group	One Member
Shifting Offered Furniture Around (SOFA)	One Member
South Cambridgeshire Crime and Disorder Reduction Partnership	Two Members
South Cambs Local Health Partnership	One Member
Swaffham Internal Drainage Board	One Member
Swavesey Byeways Advisory Committee	Two Members
Swavesey Internal Drainage Board	Two Members
Swavesey Village College Community Committee	Two Members
Waterbeach Level Internal Drainage Board	Two Members

Anonymised District Councillor attendance

Attendance from 5 June 2014 to 4 June 2015 (Municipal Year)			
Invited	Attended	Average	
25	24	96.00	
11	9	81.82	
8	8	100.00	
8	4	50.00	
19	18	94.74	
13	13	100.00	
26	23	88.46	
6	3	50.00	
8	7	87.50	
1	1	100.00	
5	5	100.00	
1	1	100.00	
19	15	78.95	
1	1	100.00	
32	31	96.88	
6	5	83.33	
22	18	81.82	
12	7	58.33	
14	11	78.57	
24	20	83.33	
19	14	73.68	
10	9	90.00	
32	32	100.00	
13	11	84.62	
17	13	76.47	
19	12	63.16	
17	8	47.06	
13	11	84.62	
18	14	77.78	
6	3	50.00	
21	21	100.00	
19	11	57.89	
12	8	66.67	
8	5	62.50	
34	26	76.47	
20	18	90.00	
7	5	71.43	
21	19	90.48	
11	5	45.45	
14	13	92.86	
15	12	80.00	
2	2	100.00	
11	10	90.91	
6	1	16.67	
21	17	80.95	
22	20	90.91	
15	10	66.67	
18	18	100.00	
24	18	75.00	
19	15	78.95	
15	15	100.00	
8	8	100.00	
13	6	46.15	
11	7	63.64	
1	1	100.00	
32	27	84.38	
14	13	92.86	
10	7	70.00	
11	10	90.91	
10	10	100.00	
23	19	82.61	
15	15	100.00	
908	743	81.83	

Member role descriptions**CONTENTS**

- (a) District Councillor
- (b) Chairman of the District Council
- (c) Vice-Chairman of the District Council
- (d) Leader of the District Council
- (e) Deputy Leader of the District Council
- (f) Cabinet Portfolio Holders
- (g) Opposition Group Leader
- (h) Chairmen of Scrutiny and Overview Committees
- (i) Vice-Chairmen of Scrutiny and Overview Committees
- (j) Scrutiny and Overview Committee Members
- (k) Portfolio Holder Monitors (members of Scrutiny and Overview Committee)
- (l) Chairmen of Committees and Sub-Committees with Regulatory Roles
(Planning Committee, Licensing Committee, Licensing (2003 Act)
Committee)
- (m) Vice-Chairmen of Committees and Sub-Committees with Regulatory Roles
(Planning Committee, Licensing Committee, Licensing (2003 Act)
Committee)
- (n) Chairman of the Civic Affairs Committee
- (o) Vice-Chairman of the Civic Affairs Committee
- (p) Chairman of Corporate Governance Committee

District Councillor

There are 57 district councillors ('members') representing the 34 electoral wards in the district, each elected to serve for a four-year term. In addition to the local representational role which all members undertake, members will participate in the political management of the Council and some may hold positions of responsibility in the political structures of the Council. Separate role descriptions exist which set out the key duties and responsibilities expected of these position holders.

ROLE DESCRIPTION

Main Purpose of Role

- To represent / champion the interests of the community, business and constituents residing in a particular District Council electoral ward as well as the interests of the Council as a whole.
- To contribute to the political management of the Council and undertake any other role allocated in respect of either Executive / non-executive, Scrutiny and Overview or quasi judicial / appeals functions (e.g., planning and licensing matters).

Duties and Responsibilities

- To champion / represent the interests of those communities and businesses and of all constituents (irrespective of whether or not they voted for the member or did not vote at all).
- To represent the interests of an individual constituent as a champion or advocate.
- To develop an understanding of and impact on the local community of those key District Council strategic and service plans developed by the Council together with those developed by other external partners.
- To develop an understanding of the District Council's Compliments and Complaints Procedures, together with those of the County Council, Police Authority, other public agencies and the Local Government Ombudsman.
- To develop effective relationships with key individuals and partners in the ward (e.g., MP, MEP, county, district and town and parish councillors, key County and District Council officers and Leaders of the community, business and other relevant local organisations).
- To seek to secure the commitment of those individuals and partners in shaping and delivering a shared vision for the community.
- To bring forward proposals supported by the community for securing improvements to the social, environmental or economic well-being and the overall quality of life within the member's own electoral ward.
- To feedback, where appropriate, decisions and issues concerning the ward to community and business interests and individual constituents and to bring forward any views into the District Council's processes.
- To promote the effective use of any resources allocated to the area by the Council and / or partner organisations.
- To attend parish council meetings, community liaison and other public meetings arranged within the ward.
- To attend and participate in meetings within the Council's political structures.
- To participate, as appropriate, in the formulation of District Council policies and scrutiny of practices and service delivery.
- To participate, as appropriate, in performing those regulatory (planning and licensing) and appeal functions for which the Council is responsible.
- To carry out any watchdog / advocacy / champion role (if established and assigned).

- To participate in the Council's strategy to achieve best value and continuous improvement in the delivery of all its services.
- To contribute to and influence the work of any other external organisation on which the member is appointed to represent the Council and to make arrangements to feed back on that organisation's deliberations.
- To participate in any training and development initiatives which are either a constitutional requirement or which are provided to assist members in the effective discharge of the roles required of them.
- In undertaking their duties to observe the principles set out in the Code of Conduct for members and any other codes and protocols adopted by the Council.

Conventions and Protocols

- To enable members to fulfil effectively their duties and responsibilities, members:
 - can expect to be briefed, informed and involved in respect of any issue or initiative affecting their ward.
 - have certain rights of access to information held by the District Council. Councillors should, however, recognise the need to respect any confidentiality of information made available to them to fulfil their responsibilities and respect the privacy of individuals.
 - may not serve (or act as a substitute) on the Planning Committee or the Licensing Act 2003 Committee unless they have undertaken suitable training.
 - who serve on the Planning Committee and Licensing Committee must abide by the Planning and Licensing Committees Procedural Guidance (Supplemental to the Code of Conduct) in relation to planning and licensing matters.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Chairman of the District Council

The Chairman of the District Council will be elected by the Council annually.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all members, to provide strong, fair and visible ceremonial and civic leadership to the community and the Council putting aside party political considerations.

Duties and Responsibilities

- To be the Civic Leader of South Cambridgeshire.
- To promote the interests and reputation of the District Council and South Cambridgeshire as a whole and to act as an ambassador for both.
- To undertake civic, community and ceremonial functions.
- To uphold and promote the purposes of the Constitution, and to interpret the Constitution where necessary, having particular regard to Article 16.02 and the Council's Standing Order which state that, "the ruling of the Chairman of Council as to the construction or application of this Constitution or as to any proceedings of the Council shall be final".
- To preside over meetings of the Council so that its business can be carried out fairly and efficiently and with regard to the rights of members and the interests of the community.
- To ensure that the Council meeting is a forum for debate for matters of concern to the local community and where members who do not serve on the Cabinet may hold the Cabinet to account.
- In the capacity of Chairman of the Council, to serve on any other bodies either within or outside the Council as appropriate or attend related events and conferences.
- To promote public involvement in the Council's activities.
- To be the conscience of the Council.
- To work closely with the Leader of the Council to provide clarity between civic and political leadership roles
- To respond to correspondence addressed to the Chairman of the Council, in consultation with the relevant officers.
- To undertake functions described elsewhere in this Constitution towards the effective running of the Council meeting, with particular regard to the following:
 - Chairman of (Council) meeting (Standing Order 7)
 - Quorum of Council meetings (Standing Order 8)
 - Questions by the public (Standing Order 10)
 - Questions by Members (Standing Order 11)
 - Notice of Motions (Standing Order 12)
 - Rules of debate (Standing Order 14)
 - Voting (Standing Order 16)
 - Minutes (Standing Order 17)
 - Members' Conduct (Standing Order 20)
 - Disturbance by public (Standing Order 21)

Conventions and Protocols.

- The Chairman will, in carrying out his / her duties, conduct himself / herself without regard to party political considerations and will only express views which are in accordance with the Council's policies, unless he / she makes it clear that such views are entirely personal.

- The Chairman may not concurrently be the Chairman of any other committee or member body.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Vice-Chairman of the District Council

The Vice-Chairman of the District Council will be elected by the Council annually.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all members to undertake, in his / her absence, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise, as necessary, for the Chairman of the Council.
- To undertake specific tasks and responsibilities as requested by the Chairman.
- To share and support in general, the full workload of the Chairman.
- To work actively with the Chairman to manage the work of the Council meeting.

Conventions and Protocols

- The Vice-Chairman will, in carrying out his / her duties, conduct himself / herself without regard to party political considerations and will only express views which are in accordance with the Council's policies, unless he / she makes it clear that such views are entirely personal.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Leader of the District Council

The Leader of the Council is elected to that position by the District Council. The Leader of the Council will serve on the Cabinet.

The Cabinet collectively holds responsibility for and takes any necessary decisions on executive functions for which it has responsibility, subject to matters delegated to individual portfolio holders in accordance with Table 2B in Part 3 of this Constitution. Ordinarily the Leader cannot take decisions individually on behalf of the Cabinet. However, he / she and, in his / her absence, the Deputy Leader, shall have all the delegated powers, functions and responsibilities of any portfolio holder in that portfolio holder's absence.

The Leader of the Council will normally be the Leader of a Controlling Political Group forming or being part of the ruling administration of the Council.

ROLE DESCRIPTION

Main Purpose of Role

- In addition to the duties and responsibilities expected to be undertaken by all members, to:
 - bring strong, fair and visible political leadership, direction and drive to the Community and the Council in developing and implementing a vision for the Council, designing and developing solutions that meet the needs and aspirations of the whole community and
 - ensure the effective operation of the Council's constitutional and political structures, including the Cabinet, the proper and effective provision of scrutiny and an effective representational role for all members.

Duties and Responsibilities

- The appointment and removal of Cabinet members and the allocation of portfolio holder responsibilities, in accordance with Article 7 of this Constitution.
- To lead, taking into account input and advice from the Partnerships Review Committee and Scrutiny and Overview Committee and bodies established by these committees, local partnerships, stakeholders and any other persons as appropriate:
 - the Sustainable Community Strategy planning process and drive for best value;
 - the development of effective corporate policies to enable the Council to develop high quality services to the people of South Cambridgeshire and to promote the social, economic and environmental well-being of the District;
 - the preparation and review of revenue and capital budgets.
- To lead in ensuring that the Council's strategies, plans, objectives and targets are monitored, implemented and achieved, and that such policies have appropriate regard to the community's interests and to any equalities and diversity issues.
- To lead in seeking to achieve the Council's commitment to continuous improvement.
- To ensure that the Council is open and responsive to the community, so that accountability is seen to operate through transparent policy development and decision-making processes, particularly the scrutiny process.
- To uphold the reputation of the Council effectively, taking a lead on media relations.

- To chair the Cabinet and manage its business / work programme.
- To ensure that decisions are taken properly, openly and, where appropriate, publicly and that key decisions are properly programmed and subject to effective public consultation.
- To ensure that proposals are made and decisions taken within appropriate timescales and in accordance with the Council's budget and policy framework and any other appropriate legislation.
- To arrange for the publication of the Council's Forward Plan.
- To lead on member training and development needs to ensure members are properly equipped to carry out their roles, or give full support to the portfolio holder with responsibility for this area, as appropriate.
- To ensure the effective management of the delivery of services and review the effectiveness of the Council's organisation and management processes.
- To develop and maintain a good relationship with the Chief Executive of the Council and other officers, providing the conduit between the political and officer groups and setting an example to the whole organisation.
- To represent the views of his / her Group in relation to any matter on which officers seek consultation and guidance.
- To provide effective leadership and management of and communications within his / her own group and to ensure that members of his / her group comply with local and national codes of conduct and protocols governing member conduct and behaviour and where necessary to deal with any breaches of these codes or protocols.
- To nominate Council members from his / her political group to serve on all appropriate member bodies, including, as appropriate, other outside bodies.
- To provide effective liaison between all political groups and work closely with the Chairman of the Council to provide clarity between civic and political leadership roles.
- To take on an ambassadorial role and represent by virtue of his / her position, the Council and community on district-wide, regional and national bodies and national and international events relating to, or organised by those bodies.
- To exercise specific powers and duties as set out in the Constitution.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Deputy Leader of the District Council

If the Leader of the Council so wishes he / she may appoint a Deputy Leader who will serve on the Cabinet.

The Cabinet collectively holds responsibility for and takes any necessary decisions on executive functions for which it has responsibility, subject to matters delegated to individual portfolio holders in accordance with Table 2B in Part 3 of this Constitution. Ordinarily the Leader cannot take decisions individually on behalf of the Cabinet, however he / she and, in his / her absence, the Deputy Leader, shall have all the delegated powers, functions and responsibilities of any portfolio holder in that portfolio holder's absence.

ROLE DESCRIPTION

Main purpose of role

In addition to the duties and responsibilities expected to be undertaken by all members to, in the absence of the Leader of the Council, undertake those duties expected of the Leader and encompassed in the role description for that position.

Key Duties and Responsibilities

- To deputise, as necessary, for the Leader of the Council.
- To undertake specific tasks and responsibilities as requested by the Leader.
- To share and support in general, the full workload of the Leader.
- To work actively with the Leader to manage the work of the Cabinet.
- To undertake the responsibilities, if allocated by the Leader, of a Cabinet portfolio holder.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Cabinet Portfolio Holders

The Leader of the Council will appoint at least two and up to nine members to the Cabinet and will decide on the number of areas of responsibility and the allocation of those to members of the Cabinet (each known as a Cabinet portfolio holder)

The Cabinet collectively holds responsibility for and takes any necessary decisions on executive functions for which it has responsibility. The portfolio holder cannot take decisions individually on executive functions for which he / she has responsibility, unless specifically authorised to do so under delegations set out in Table 2B of Part 3 of this Constitution.

ROLE DESCRIPTION

Main Purpose of Role

- In addition to the duties and responsibilities expected to be undertaken by all members, to:
 - hold political responsibility within the scope of the area assigned;
 - provide political leadership in the formulation of strategies and plans within his / her portfolio, the achievement of best value and in the setting of objectives and targets prior to the approval by Cabinet and / or Council.

Duties and Responsibilities

- Participate effectively as a member of the Cabinet – take joint responsibility with other Cabinet members for all actions and be accountable collectively.
- Challenge issues prior to making decisions if felt appropriate to do so. Ensure appropriate regard to the community's interests and to any equalities and diversity issues. Encourage openness and honesty.
- To exercise delegated powers in accordance with the Council Constitution.
- Shape and develop the strategic priorities and vision of the Council, participating in debates and discussion about policy issues across the range of services provided by the Council.
- In connection with the portfolio:
 - (a) build good relationships with appropriate senior officers and work with them in developing policy or strategic issues prior to formal reporting. Be supportive in dealing with any problems at a strategic level
 - (b) keep abreast of related developments and policies at national, regional and local level
 - (c) enhance the Council's reputation through taking the national stage where possible and participating in regional and national networks
 - (d) represent the Cabinet at the Scrutiny and Overview Committee in connection with any related matter that may be requisitioned (called in). Similarly, attend the Partnerships Review Committee Scrutiny or Overview Committee at that body's request in connection with any issues associated with the portfolio that are being scrutinised.
 - (e) be aware of issues of importance to the community and other stakeholders concerning portfolio services and work towards implementing the Sustainable Community Strategy
 - (f) be aware of key budgetary issues affecting the portfolio of the Cabinet member
- Facilitate a corporate leadership role where appropriate to do so, and foster links through partnerships such as the Local Strategic Partnership.
- Be responsible for continuous personal development. Take advantage of learning opportunities to build on understanding and knowledge, and to develop relevant skills.

- Along with colleague Cabinet members be available as appropriate for other members to discuss any queries or matters of concern.
- To provide political leadership in ensuring that service strategies, plans, objectives and targets within his / her portfolio are implemented, monitored, and achieved.
- To remain accountable and answerable to the Council in relation to his / her portfolio.
- On a programmed basis, to report regularly to the Council setting out progress achieved in the implementation of the service plan within his / her portfolio and outline any proposed developments or current issues and activity within his / her area.
- At meetings of the Cabinet to present / speak to and to move any necessary motions in relation to his / her portfolio.
- To attend, if required, the Partnerships Review Committee or Scrutiny and Overview Committee or panel thereof to be held to account for matters within his / her portfolio and to be questioned.
- To advise the Cabinet on how to respond to a scrutiny report relating to his / her portfolio.
- To be the principal political spokesperson for his / her portfolio
- To engender a culture of 'no surprises' for local members by:
 - considering whether any particular area of policy or issue specifically affects a particular member's division;
 - briefing relevant local members at the earliest opportunity and in any event making every endeavour to do so before any matter is considered by the Cabinet or action to be taken becomes public;
 - keeping a local member informed about and where practicable inviting the local member to intended visits or events within the member's ward;
 - being aware that if a media enquiry relates to a specific electoral ward and requires a political response that journalists are advised to also contact the relevant local member.
- To represent, by virtue of his / her position, the Council on local, regional or national bodies or at related events and conferences.
- To attend or be represented at such civic and ceremonial functions as deemed appropriate.

Conventions and Protocols The Cabinet portfolio holder remains accountable to the Council in relation to the scope of the area assigned to him / her.

- Questions at Council will be answered by the relevant Cabinet portfolio holder.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Opposition Group Leader

Each Political Group other than that forming the ruling administration on the Council will appoint one of its members to the position of Group Leader / Co-ordinator / Convenor.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all members, to provide leadership of an opposition group.

Duties and Responsibilities

- To provide for residents, stakeholders and partners, visible political leadership in relation to the opposition group's views on the design, preparation and implementation of the Council's policies, strategies, budgets and service delivery.
- To lead the opposition group and provide strategic direction for that group in endeavouring to ensure that the Council works in the best interests of the local community.
- To act as the group's spokesperson on all aspects of the Council's agreed and developing budget and policy framework and fulfil the role of principal spokesperson for his / her group.
- To ensure that members of his / her group comply with local and national codes of conduct and protocols governing member conduct and behaviour and where necessary to deal with any breaches of these codes or protocols.
- To provide, as appropriate, alternatives or amendments to the District Council's policies, strategies and budgets.
- To provide strong and effective leadership of an opposition group including challenging the running of the Council by the controlling group(s) as appropriate.
- To represent the views of his / her Group in relation to any matter on which officers seek consultation and guidance.
- To maintain effective relationships with the Leader of the Council, other members of the Council, the Chief Executive, Directors and other relevant senior officers.
- To ensure effective contact with community leaders and other external stakeholders, as appropriate, and represent their views in ensuring effective opposition to the ruling administration, as appropriate.
- To nominate members of his / her group to serve on all appropriate member bodies, including as necessary other outside bodies.
- To represent, by virtue of his / her position, the Council on district-wide, regional and national bodies and national and international events relating to, or organised by, those bodies.
- If deemed appropriate to take personal responsibility for 'shadowing' one or more service or corporate area of the District Council's activity.
- If deemed appropriate to appoint members of his / her Group to 'shadow' particular service or corporate areas of the District Council's activity.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will be subject to any member personal development arrangements agreed by the Council.

Chairmen of Scrutiny and Overview Committees

The Council has established a Partnerships Review Committee and Scrutiny and Overview Committee to manage and co-ordinate the Council's Scrutiny activities. Their Terms of Reference can be found in Article 6 of this Constitution.

ROLE DESCRIPTION

Main Purpose of Role

- In addition to the duties and responsibilities expected to be undertaken by all members, to lead the management and co-ordination of the Council's Scrutiny activities.

Duties and Responsibilities

- To chair the Partnerships Review Committee or Scrutiny and Overview Committee and manage its business in an efficient manner, ensuring effective engagement by all members and participants.
- To provide leadership and direction for the committee.
- To promote the role of Scrutiny and Overview both within and outside the Council.
- To ensure that adequate resources (financial and officer support) are identified and sought from the Council.
- To engender a culture for scrutiny in which party political considerations are put aside, focussing instead on achieving the best outcomes for the community.
- To lead the committee in conducting its business with respect, equality, fairness, dignity and with regard to the principles of natural justice.
- To lead the committee in conducting its business in a consensual open, responsible and transparent way.
- To lead and encourage members of the committee in the formulation of a scrutiny programme which is manageable, balanced and meets the criteria for chosen topics.
- To lead and encourage the committee in challenging the corporate performance of the Council and in using performance monitoring information to inform scrutiny priorities.
- To ensure that individual scrutiny exercises are conducted in an appropriate and timely manner.
- To take a lead role in evaluating the effectiveness of individual scrutiny panels.
- To participate actively, as appropriate, in scrutiny exercises being undertaken by the committee, and any task-and-finish panels established by it.
- To ensure the production of high quality reports which are well-drafted, focused, relevant and timely and are well presented to the Cabinet and Council, the public, other stakeholders and the media.
- To present any reports produced by the committee to the Cabinet and / or Council.
- To report annually to Council as part of the Scrutiny and Overview arrangements.
- To take an active role in monitoring the work of the Cabinet, and reviewing the Forward Plan.
- To develop and maintain a constructive and effective working relationship and links with the Cabinet and its members.
- To develop and maintain an effective working relationship and links with the Vice-Chairman and other members of the Partnerships Review Committee or Scrutiny and Overview Committee, non-councillors involved in the scrutiny

arrangements, including external stakeholders and partners, scrutiny support and other relevant officers.

- To bring forward suggestions to ensure the future development of the Council's scrutiny practices.
- To act as the public face / spokesperson for the committee.
- To exercise the powers of the Chairman of the committee set out in this Constitution, having particular regard to the following:
 - giving consent to the taking of a Special Urgency decision (Access to Information Procedure Rule 16)
 - giving consent to the taking urgent decisions outside the Budget or Policy Framework (Budget and Policy Framework Procedure Rule 4)
 - call-in of decision outside the budget or policy framework (Budget and Policy Framework Procedure Rule 7)
 - discretion to refuse a call-in request in certain circumstances (Scrutiny and Overview Procedure Rule 12)
- To consider the training and development requirements of those members engaged in scrutiny and bring forward suggestions for meeting these needs.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Vice-Chairmen of Scrutiny and Overview Committees

The Council has established a Partnerships Review Committee and Scrutiny and Overview Committee to manage and co-ordinate the Council's Scrutiny activities. Its Terms of Reference can be found in Article 6 of this Constitution.

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all members, to undertake, in the absence of the Chairman, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise for the Chairman of the committee.
- To undertake specific tasks and responsibilities as requested by the Chairman.
- To share and support in general, the full workload of the Chairman.
- To work actively with the Chairman to manage the work of the Group.
- To lead, as required, certain small task-and-finish panels or sub-groups.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Scrutiny and Overview Committee Members

Scrutiny aims to improve the delivery of public services through providing critical but constructive challenge to the Cabinet and other organisations on issues of public concern, by acting as a community leader and championing the concerns of the public.

ROLES, RESPONSIBILITIES, AND EXPECTATIONS

Offering ‘critical friend’ challenge to the Cabinet and other organisations to help improve services in South Cambridgeshire

- objectively hold the Council’s executive to account by reviewing service performance against stated strategies, targets and aspirations;
- offer suggestions for improvement and highlight areas of weaknesses in Council services and policies, and identify efficiency savings;
- investigate the basis on which major decisions are taken and ensure that they are consistent with the Council policy;
- undertake similar ‘critical friend’ challenge of other local service providers.

Contributing to in-depth review of services and the development of policy

- participate in in-depth reviews of services involving analysis and evaluation of the implementation of existing policies, strategies and plans;
- contribute to the development of policy through active participation in member-led reviews into particular issues or service areas.

Providing community leadership and engaging the public

- engage with service users and other key stakeholders in order to effectively represent and forward their interests to the Council and other organisations through the scrutiny system;
- on behalf of the public, bring to the attention of the Chairman or the Committee any issue or idea that may warrant further investigation, development or scrutiny by the relevant scrutiny committee;
- contribute to the scrutiny of external bodies where appropriate, whose services have an impact on South Cambridgeshire communities.

Conduct and Behaviour

- prepare effectively for meetings by reading all the relevant papers in advance so as to fully understand key issues;
- effectively and objectively question Cabinet members, officers and other individuals who offer evidence to the committee, and treat all with respect and courtesy;
- work effectively with fellow members of the relevant committee putting aside party differences;
- undergo appropriate training;
- to help fulfil the roles and expectations set out above.

The general expectations regarding Council Members’ behaviour are set out in the Members’ Code of Conduct.

Portfolio Holder Monitors (Members of Scrutiny and Overview Committees)

Scrutiny aims to improve the delivery of public services through providing critical but constructive challenge to the Cabinet and other organisations on issues of public concern, by acting as a community leader and championing the concerns of the public.

External inspectors have praised our system of Cabinet monitors as an example of good practice. The monitor acts as a bridge between the Scrutiny and Overview Committee and the Cabinet, promoting constructive dialogue and supporting effective scrutiny that adds value to the work of the Cabinet.

ROLES, RESPONSIBILITIES, AND EXPECTATIONS

1. Attend all public meetings of the relevant Portfolio Holder. Where the monitor is unable to attend, he/she may arrange for another Member of the Scrutiny and Overview Committee to deputise.
2. Prepare effectively for meetings by reading all the relevant papers in advance so as to fully understand key issues.
3. Effectively and objectively question the Portfolio Holder, officers and other individuals at the meeting.
4. Consider whether Portfolio Holder meetings effectively:
 - review service performance against stated strategies, targets and aspirations;
 - identify areas of weaknesses in Council services and policies;
 - identify potential efficiency savings that are consistent with stated strategies, targets and aspirations;
 - take account of stakeholders' views.
5. Working with the Portfolio Holder, identify any issues where scrutiny might usefully add value and report these to the next meeting of the Scrutiny and Overview Committee, along with any stakeholder views expressed at the Portfolio Holder's meeting and significant matters arising which the monitor feels require bringing to the Committee's attention..
6. Inform the Portfolio Holder of any current or proposed scrutiny activities which relate to the portfolio.
7. Develop a professional 'critical friend' relationship with the Portfolio Holder.

Chairmen of Committees and Sub-Committees with Regulatory Roles (Planning Committee, Licensing Committee, Licensing (2003 Act) Committee)

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all members, to ensure the effective discharge of the functions assigned to the Planning Committee, Licensing Committee and Licensing Committee (2003 Act) ensuring that the provisions of the Council's Procedural Guidance on Planning and Licensing Committees (Part 5, Section M of this Constitution) are complied with.

Duties and Responsibilities

- To chair and manage the business of the committee in a fair, impartial open and efficient manner ensuring effective engagement by all members.
- To provide leadership and direction for it.
- To determine priorities in the light of the volume of work presented to the committee.
- To facilitate the participation in the committee by the public and any others in accordance with any scheme agreed from time to time.
- To ensure that the committee takes balanced decisions based on all relevant evidence, always with impartiality and fairness.
- To ensure that committee decisions are recorded with full justifications.
- To promote actively national and local codes of good practice in relation to planning and licensing matters.
- To maintain effective working relationships and links with the Vice-Chairman, other members of the committee and relevant officers.
- To develop a thorough understanding of:
 - the process, relevant policies and other material considerations as they relate to the Council's planning and licensing activities.
 - the legal and probity framework relating to planning, development control and licensing.
 - local and national initiatives or developments which are likely to impact on the Council as Planning and Licensing Authority.

Conventions / Protocols

- Every member who serves on the committee will undertake to abide by the Procedural Guidance for Members and Officers in Planning and Licensing (Part 5, Section M of this Constitution).

No member may serve on regulatory committees unless and until they have undertaken suitable training.

Accountability

The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Vice-Chairmen of Committees and Sub-Committees with Regulatory Roles (Planning Committee, Licensing Committee, Licensing (2003 Act) Committee)

ROLE DESCRIPTION

Main Purpose of Role

In addition to the duties and responsibilities expected to be undertaken by all members, to undertake, in the absence of the Chairman, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise as necessary for the Chairman of the committee.
- To undertake specific tasks and responsibilities as requested by the Chairman.
- To share and support in general, the full workload of the Chairman.
- To work actively with the Chairman to manage the work of the committee.

Conventions / Protocols

- Every member who serves on the committee will undertake to abide by the Procedural Guidance for Members and Officers in Planning and Licensing (Part 5, Section M of this Constitution).
- No member may serve on regulatory committees unless and until they have undertaken suitable training.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Chairman of the Civic Affairs Committee

The Council may establish a Civic Affairs Committee.

The committee will elect one councillor to chair the committee.

ROLE DESCRIPTION

Main Purpose of Role

- To oversee the Council's civic affairs, including taking a leading role in promoting and maintaining high standards of conduct by the Council, its members and co-opted members, overseeing the amending and updating of the Council's Constitution and discharging the Council's responsibilities in respect of electoral arrangements.

Duties and Responsibilities

- To chair and manage the business of the committee in an efficient manner, ensuring effective engagement by all members.
- To provide leadership and direction for the committee.
- To determine priorities in the light of the volume of work presented to the committee.
- To ensure that the committee conducts any necessary inquiries, hearings and investigations having regard to the nature of the issue, the rules of natural justice and those local and national procedures adopted by the District Council.
- To ensure that the committee monitors the Council's Constitution on a regular basis to ensure it is up to date
- To promote actively, and on a regular basis, the Members' Code of Conduct and Protocols in place
- To ensure that the committee monitors on a regular basis the operation of the Members' Code of Conduct and Protocols currently in place.
- To review the Council's working arrangements for probity and high standards of conduct in public life.
- To command the respect and confidence of the Council in relation to matters of standards and probity.
- To maintain effective working relationships and links with the Vice-Chairman and members of the committee, the Chairman of the Council and other relevant members, the Monitoring Officer and any other relevant officers.
- To determine applications for dispensations alongside the Monitoring Officer and Independent Person
- To maintain an overview of best practice both nationally and locally.
- To bring forward suggestions for member training and development in relation to ethical issues, constitutional issues and electoral issues.
- To represent, by virtue of his / her position, the Council and committee on relevant external bodies and events as required.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for members' performance is ultimately through the political and electoral process but will also be subject to any member personal development arrangements agreed by the Council.

Vice-Chairman of the Civic Affairs Committee

The committee may appoint one person as Vice-Chairman of the committee.

ROLE DESCRIPTION

Main Purpose of Role

In addition to undertaking those duties and responsibilities expected of all members as appropriate, to undertake, in the absence of the Chairman, those duties expected of the Chairman and encompassed in the role description for that position.

Duties and Responsibilities

- To deputise as necessary for the Chairman of the committee.
- To undertake specific tasks and responsibilities as requested by the Chairman.
- To share and support in general, the full workload of the Chairman.
- To work actively with the Chairman to manage the work of the committee.

Accountability

- The tasks and duties outlined in this role description relate to the political or member level activities of the District Council. Accountability for the members' performance is ultimately through the political and electoral processes but will also be subject to any member personal development arrangements agreed by the Council.

Chairman of Corporate Governance Committee

The Corporate Governance Committee has been established to oversee the Council's corporate governance arrangements, specifically to ensure that the Council's risk management and internal control arrangements are sound. The Committee also has responsibility for approving the Council's annual Statement of Accounts.

The Committee will comprise non-Executive (Cabinet) Members only. The Chairman of the Scrutiny and Overview Committee shall not be eligible to Chair the Committee, although he / she may be a member of it.

ROLE DESCRIPTION

Main Purpose of Role

- To take a leading role in ensuring that the Council's systems of corporate governance, risk management and internal control remain robust, and that the Committee raises issues of concern with Council and Cabinet where necessary.

Duties and Responsibilities

- To chair and manage the business of the committee in an efficient manner, ensuring effective engagement by all members.
- To provide leadership and direction for the committee.
- To determine priorities in the light of the volume of work presented to the committee.
- To ensure that the Committee successfully achieves its objectives set within its Terms of Reference, specifically:
 - To ensure the Committee carries out timely and in-depth reviews of the Council's corporate governance, risk management and internal control arrangements such that it is able to provide assurance that these arrangements are sound;
 - To ensure that the Committee makes appropriate recommendations to Cabinet and Council regarding matters of concern, and that it monitors recommendations to ensure that they are implemented as agreed.
- To command the respect and confidence of the Council in relation to matters of corporate governance.
- To sign and date the Statement of Accounts to represent completion of the Council's approval process of the annual accounts; to ensure that the annual corporate governance statement meets the requirements expected by the relevant guidance, and to act as member champion for the Council's risk management strategy.
- To maintain effective working relationships and links with the Vice-Chairman and members of the committee, the Leader of the Council and other relevant members, the Chief Executive, Chief Finance Officer and other relevant officers.
- To maintain effective working relationships with the Council's external auditors, and to ensure that the Committee contributes fully to the agreement of annual programmes of work.
- To maintain an overview of best practice in the field of corporate governance (as exhibited in the CIPFA / SOLACE framework) and to ensure that this is reflected in the Council's local code of corporate governance.
- To bring forward suggestions for member training and development in relation to corporate governance issues.

- To represent, by virtue of his / her position, the Council and committee on relevant external bodies and events as required.

Accountability

The tasks and duties outlined in this role description relate to the activities of the postholders within the political structures of the Council. Accountability for the postholders' performance is to the Council.

Scrutiny Work Programme Prioritisation Tool

