



LOCAL DEMOCRACY WORKING GROUP

Date: WEDNESDAY 10 FEBRUARY 2021 at 7.30 pm

Virtual meeting via Microsoft Teams

Enquiries to: Rosalind Jeffrey (020 8314 7093)

MEMBERS

Councillor Kevin Bonavia	L
Councillor Chris Best	L
Councillor Juliet Campbell	L
Councillor Patrick Codd	L
Councillor Sophie Davis	L
Councillor Colin Elliott	L
Councillor Silvana Kelleher	L

Members are summoned to attend this meeting

**Kim Wright
Chief Executive
Lewisham Town Hall
Catford
London SE6 4RU
Date: Wednesday 10 February 2021**



INVESTOR IN PEOPLE

ORDER OF BUSINESS – PART 1 AGENDA

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Lewisham



INVESTOR IN PEOPLE

The public are welcome to attend our committee meetings, however occasionally committees may have to consider some business in private. Copies of reports can be made available in additional formats on request.

MINUTES OF THE LOCAL DEMOCRACY WORKING GROUP

Wednesday 23 September 2020 at 7.30 pm

PRESENT: Councillors Chris Best, Kevin Bonavia, Patrick Codd, Sophie Davis, Colin Elliott and Silvana Kelleher

ALSO PRESENT: Councillor Bill Brown

Apologies for absence were received from Councillor Juliet Campbell

1. Minutes Of Meeting Held On 12 February 2020

RESOLVED: The minutes of the last meeting were agreed as a true record.

2. Declarations Of Interest

There were no declarations of interest.

3. Delivering The Recommendations Of The Local Democracy Review – Current Position & Next Steps

Rosalind Jeffrey (Principal Officer – Policy, Service Design & Analysis) introduced the report and the key points to note:

- The 57 recommendations made by the Local Democracy Review were grouped into eight ‘thematic areas’ (within the three overarching themes of the review) with a member of the working group acting as LDWG Champion for each area, supported by officers
- Key achievements for each theme included:
 - *Openness and transparency* – a detailed report outlining options for the development of a Council-wide open data approach, the introduction of webcasting for Council meetings and a new template and guidance for all Council reports
 - *Public involvement in decisions* – improvements to the Council’s consultation processes, a review of different engagement models (including People’s Panels and Citizens’ Assemblies) and an Appreciative Inquiry with voluntary organisations to better understand needs of seldom-heard residents and groups
 - *Effective decision-making* – an interim report outlining options to improve the quality of decision-making in Planning, a detailed review of the Council’s scrutiny functions and changing the title of Chair of Council to Speaker
- The final LDWG meeting was scheduled for March 2020, but was cancelled due to the COVID-19 pandemic. However, the LDWG has now been extended in order to complete its outstanding work and review the impact of COVID-19 on the three overarching themes of the review

The following was noted in discussion:

- During the COVID-19 pandemic, many Council services have been delivered virtually, but it is important to recognise that not all residents are online – affordability is an issue and many people are dependent on free internet access (e.g. in libraries)

- Building on the new report template, there is an opportunity to explore different ways of providing information (e.g. providing digests of committee reports/Council decisions in Lewisham Life)
- The COVID-19 pandemic has had a significant impact on the delivery of the LDR's place-based recommendations. The online Commonplace platform has been used as a place-focused consultation tool by a number of Council services, but it needs to be part of a wider approach to virtual engagement
- The local response to the pandemic has presented opportunities for the Council to work with voluntary and community organisations in a different way – this will be key to the next phase of the seldom-heard voices work

RESOLVED: Members of the LDWG noted the work undertaken to deliver the review's recommendations (until March 2020) and the current status of each recommendation. They agreed the proposed next steps for the LDWG between October 2020 and January 2021 and also provided guidance in relation to the various areas of activity (including the completion of outstanding work and the review of COVID-19's impact on the three overarching themes of the review).

4. Theme 1: Openness & Transparency

4A) Improving Online Communications (Recommendations #6 & #8)

Rosalind Jeffrey (Principal Officer – Policy, Service Design & Analysis) introduced the report and the key points to note:

- A number of improvements have been made to the Council's online communications offer, specifically in relation to email marketing, social media and the Council website:
 - Email marketing – the introduction of targeted Lewisham Life e-newsletters and alerts and the greater use of one off single issue emails
 - Social media – the introduction of LinkedIn, the development of online videos to promote events and the use of social media advertising for high priority campaigns
 - Council website – a major refresh of the council's website in spring 2019, alongside the development of a 'find my nearest services' citizen portal and the increased use of mapping tools

The following was noted in discussion:

- Council communications (internal and external) have improved recently, but further work is required around the Council website (including the review of all website content to ensure it meets accessibility standards)
- More widely, there is a need to communicate and engage with residents 'where they are' – potential opportunities for doing this include the use of noticeboards in key locations across the borough, the use of local apps (such as 'Next Door') and more creative approaches to social media (e.g. mapping ward-based Facebook pages)
- The COVID-19 pandemic has also meant that the community leadership role of councillors has become even more important, with councillors supporting local communities 'on the ground'

RESOLVED: Members of the LDWG noted the work undertaken until March 2020 to improve the Council's online communications offer (including email marketing, social media and the Council website). They agreed that further work to deliver the recommendations related to online communications should be taken forward by officers, with oversight from the LDWG.

5. Theme 2: Public Involvement In Decisions

5A) Effective Engagement: Young People & Older People (Recommendations #7, #15, #40 & #41)

Rosalind Jeffrey (Principal Officer – Policy, Service Design & Analysis) introduced the report and the key points to note:

- The work undertaken to ensure the Council engages effectively with older people and young people covered four key areas:
 - A review of the Council's current approach to online communications with young people (which is focused on general rather than service-specific engagement)
 - An online survey of young people to better understand their needs (developed with the Young Mayor's Team)
 - The piloting of Councillor Question Time sessions in schools (to give young people a better understanding the role of councillors in local democracy and how local decision-making processes operate)
 - The mapping of current mechanisms for engaging with older people (to ensure that officers have an understanding of all the different ways in which it is possible to communicate and engage with older people)

The following was noted in discussion:

- The learning from the online survey of young people should be shared with the Council's Communications service, but there is also a need to gather insights and ideas from young people on an ongoing basis
- Some members of the LDWG took part in the pilot Councillor Question Time sessions and considered them to be an effective way of engaging with young people – the learning from these pilot sessions should be used to further develop the approach

RESOLVED: Members of the LDWG noted the contents of the report and agreed that:

- The School Councillor Question Time programme should be rolled-out across all schools
- The 'Methods for Engagement With Older People Guide' (Appendices A & B) should be appended to the Corporate Engagement Guidance
- The proposed approach for updating and maintaining the 'Methods For Engagement With Older People Guide' should be adopted

LDWG members confirmed that the above activities should be taken forward by officers, with oversight from the LDWG. They also requested that learning and insights regarding younger people gathered as part of the work be shared formally with the Council's Communications service in order to inform future communication and engagement activity.

6. Theme 3: Effective Decision-Making

6A) Delivering The Recommendations Of The Barriers To Politics Review (Recommendation #46)

Rosalind Jeffrey (Principal Officer – Policy, Service Design & Analysis) introduced the report and the key points to note:

- In April 2019, it was agreed that the 31 recommendations made by the Barriers To Politics Working Group should become part of the ongoing responsibilities of the LDWG as there was significant crossover with the Local Democracy Review's recommendations, particularly in relation to councillor roles and responsibilities

- The Barriers To Politics recommendations were mapped against the eight thematic areas and included in the oversight responsibilities of the relevant LDWG Champion. Appendix A of the report sets out in detail how each of these recommendations have been delivered to date

The following was noted in discussion:

- The COVID-19 pandemic has had a significant impact on councillors, particularly in terms of an increase in casework
- It is important that prospective councillors are fully aware of what the role involves – the member role profiles provide key information about different positions available to them once they have been elected (as well as providing information for officers and residents), but the Council should consider what additional information might be useful
- Similarly, the Council should publicise the support available to councillors (e.g. allowances) more effectively in order to encourage a broader range of residents to consider becoming councillors

RESOLVED: Members of the LDWG noted the delivery of the recommendations made by the Barriers To Politics Working Group and agreed that any further work required (including the wider dissemination of information about councillors' roles and responsibilities) be taken forward by officers, with oversight from the LDWG.

6B) Update On Proposals To Introduce Hybrid (Public) Committee Meetings

Suki Binjal (Director of Law, Governance & HR) introduced the report and the key points to note:

- The report sets out a proposal to introduce hybrid committee meetings in March 2021 and recommends that further work to develop this proposal is overseen by the LDWG
- The changes made to the regulations relating to Council meetings which allow virtual meetings to take place are only temporary (until May 2021), but local authorities are lobbying central government for an extension and/or permanent change

The following was noted in discussion:

- Hybrid committee meetings will need to be introduced in a careful and measured way – it is vital that IT systems used for meetings are effective and secure, the technology can support the requirements of different committees (e.g. multiple presentations at Planning committees) and the buildings are COVID-safe (for as long as social distancing rules are in place)
- Virtual and hybrid committee meetings have potentially significant benefits for residents (e.g. allowing people who are not able to attend an evening meeting in a physical location to participate in local democracy) and councillors (e.g. providing them with the ability to manage the various commitments of their role more effectively)
- There is an opportunity to extend the virtual/hybrid meetings approach to councillor surgeries – this has been trialled by some councillors during the COVID-19 pandemic, so evidence/insights should be gathered about their experiences to inform any future work

RESOLVED: Members of the LDWG noted the contents of the report and agreed that the LDWG should oversee the Council's move to hybrid meetings from March 2021 as part of its continued work programme. They requested that that a report be presented to the next formal meeting in December 2020 outlining the timetable and resource implications.



Local Democracy Working Group

Delivering The Recommendations Of The Local Democracy Review: Programme Update Report

Date: 10 February 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive

Outline and recommendations

In April 2019, Full Council agreed the 57 recommendations of the Local Democracy Review and approved the appointment of eight councillors to the retained Local Democracy Working Group (LDWG) to oversee the delivery of these recommendations during 2019/20.

The fifth (and final) meeting of the LDWG was scheduled to take place in March 2020, but was cancelled due to the COVID-19 pandemic. It was later agreed that the duration of the LDWG should be extended so that outstanding work could be completed and a review of the impact of COVID-19 on the three overarching themes in the terms of reference (openness and transparency, public involvement in decisions and effective decision-making) could be undertaken. The LDWG met again in September 2020 and a second meeting was scheduled for December 2020, but this was postponed until February 2021 as a result of the second COVID-19 lockdown.

The purpose of this report is to provide an update on the delivery of the Local Democracy Review's recommendations. The LDWG is recommended to note the work undertaken across the review's three key themes since September 2020 (outlined in section 5) and the next steps outlined in section 6, specifically the proposal to hold a final LDWG meeting in March 2021.

Timeline of engagement and decision-making

May 2018 – Mayor Damien Egan promises to launch a review that will make the Council *‘even more democratic, open and transparent’*

July 2018 – Full Council agrees to establish a Local Democracy Review Working Group consisting of eight councillors. They are tasked with making recommendations about how the Mayor and Council could enhance their openness and transparency, increase public involvement in Council decisions and promote effective decision-making

September 2018 to January 2019 – the Local Democracy Review Working Group gathers evidence from a wide range of residents, community groups and local councillors (including an online questionnaire completed by over 700 respondents, workshops at four secondary schools and attendance at over 40 events)

January to March 2019 – the Local Democracy Review Working Group collects their evidence into a final report, which identifies 57 recommendations for change

March to April 2019 – Mayor & Cabinet and Full Council agree the report and recommendations of the Local Democracy Review Working Group

May 2019 to March 2020 – the retained Local Democracy Working Group oversees delivery of the recommendations

September 2020 – the Local Democracy Working Group is extended so that it can complete its outstanding work and also consider the impact of COVID-19 on the three key themes of the review

Reason for lateness and urgency

The report has not been available for five clear working days before the meeting and the Chair is asked to accept it as an urgent item. The report was not available for dispatch on 2nd February 2021 due to officer capacity and the wider pressures of the Council’s ongoing response to the COVID-19 pandemic. The report cannot wait until the next meeting (to be scheduled for March 2021) because this will be the final meeting of the Local Democracy Working Group and decisions are required to enable work to be concluded in advance so that a final report can be presented to members.

1. Summary

- 1.1. The purpose of this report is to provide an update on the delivery of the Local Democracy Review’s recommendations since the last meeting of the Local Democracy Working Group (LDWG) in September 2020.

2. Recommendations

- 2.1. The LDWG is recommended to:
- Note the work undertaken across the review’s three key themes since September 2020 (outlined in section 5)
 - Note the next steps outlined in section 6, specifically the proposal to hold a final LDWG meeting in March 2021

3. Policy context

- 3.1. The recommendations of the Local Democracy Review are consistent with all the

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Council's corporate priorities (outlined in the Corporate Strategy 2018-22) as effective decision-making underpins the delivery of every commitment within the strategy. However, the recommendations are particularly relevant under the priority of:

- *Open Lewisham* – Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us

4. Background

- 4.1. In April 2019, Full Council agreed the 57 recommendations of the Local Democracy Review and approved the appointment of eight councillors to the retained LDWG to oversee the delivery of these recommendations during 2019/20.
- 4.2. The fifth (and final) meeting of the LDWG was scheduled to take place in March 2020, but was cancelled due to the COVID-19 pandemic. It was later agreed that the duration of the LDWG should be extended so that outstanding work could be completed and a review of the impact of COVID-19 on the three overarching themes in the terms of reference (openness and transparency, public involvement in decisions and effective decision-making) could be undertaken.
- 4.3. The LDWG met again in September 2020 and a second meeting was scheduled for December 2020, but this was postponed until February 2021 as a result of the second COVID-19 lockdown.

5. Work to date

- 5.1. A high-level summary of work undertaken across each of the review themes between September 2020 and January 2021 is provided below.

Theme 1: Openness and transparency

- Work is underway to deliver the short-term recommendations outlined in the open data report presented to the LDWG in February 2020, including the merger of the Council's JSNA site with the Lewisham Data Observatory and the creation of a single contextual data page (hosted on the Council website)
- The report template and practical guidance for report authors will be re-launched shortly (as the original launch date of April 2020 was impacted by the COVID-19 pandemic)
- Existing reporting software has been identified as a potential mechanism for recording and reporting the attendance of members at events other than formal Council meetings – officers are developing a proposal to implement this approach

Theme 2: Public involvement in decisions

- Building on the findings of the desktop research and Appreciative Inquiry, a clear approach has been developed (in collaboration with officers from the Council's Community Development service) for the second phase of the seldom-heard voices work, focusing on specific voluntary organisations who support seldom-heard groups and individuals, but have no existing relationship with the Council. An initial discussion took place with the Lewisham Equalities Forum in January 2021 and further engagement with the voluntary sector is planned

Theme 3: Effective decision-making

- A detailed report has been produced for the LDWG, which sets out the temporary changes introduced within the Planning service as a result of the

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COVID-19 pandemic and the proposals which have been developed following the interim report presented to the LDWG in February 2020 (see agenda item 4)

- Following a further update to incorporate COVID-related and other changes, the member role profiles have been finalised (see agenda item 5)
- Work is underway within Scrutiny to develop appropriate structures and guidance to support the practice changes associated with the Overview & Scrutiny review and prepare for the introduction of Task & Finish groups

6. Next steps

- 6.1. It is proposed that the final meeting of the LDWG be held in March 2021. A formal report outlining how the 57 recommendations made by the Local Democracy Review were developed and delivered will be presented to the LDWG at this meeting, then Mayor & Cabinet and Full Council in May 2021 (after the pre-election period and London Mayor elections). The report will also set out an approach for managing any ongoing work (such as the implementation of the Planning recommendations) and measuring the longer-term impact of the changes made as a result of the Local Democracy Review. In addition, the report will present the key learning from members regarding the impact of COVID-19 on the three overarching themes of the Local Democracy Review.

7. Financial implications

- 7.1. The Local Democracy Review was delivered with a budget of £10k, primarily by using existing expertise and resources within Corporate Policy. No further budget was allocated for the delivery of the 57 recommendations and there was an expectation that implementation would be achieved within existing resources wherever possible (given the Council's ongoing budget savings process). If additional financial resources were required for the delivery of a specific recommendation, detailed financial implications were provided for consideration by the appropriate decision-maker/s as part of a separate report. The same approach was taken for any recommendations which required a formal decision during the extension period.

8. Legal implications

- 8.1. Some of the Local Democracy Review's recommendations (such as the development of a new report template and guidance) could be implemented by the LDWG without a formal decision. Where a formal decision was required for the delivery of a specific recommendation, detailed legal implications were provided for consideration by the appropriate decision-maker/s as part of a separate report. The same approach was taken for any recommendations which required a formal decision during the extension period.

9. Equalities implications

- 9.1. Analysis of equalities implications was and will continue to be undertaken for all recommendations which require a formal decision, taking into account the priorities set out in the relevant Council policies relating to equality and diversity.
- 9.2. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.3. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - Advance equality of opportunity between people who share a protected characteristic and those who do not
 - Foster good relations between people who share a protected characteristic and those who do not
- 9.4. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation, or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.
- 9.5. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made, bearing in mind the issues of relevance and proportionality. The Mayor and Council must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 9.6. The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled 'Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice'. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11, which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

- 9.7. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty
 - Meeting the equality duty in policy and decision-making
 - Engagement and the equality duty: A guide for public authorities
 - Objectives and the equality duty. A guide for public authorities
 - Equality Information and the Equality Duty: A Guide for Public Authorities
- 9.8. The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties, and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

10. Climate change and environmental implications

- 10.1. There are no specific climate change and environmental implications arising from this

report.

11. Crime and disorder implications

11.1. There are no specific crime and disorder implications arising from this report.

12. Health and wellbeing implications

12.1. There are no specific health and wellbeing implications arising from this report.

13. Background papers

- [Local Democracy Review: Report Of The Working Group \(Spring 2019\)](#)
- [Local Democracy Working Group \(All Meetings\)](#)

14. Glossary

Term	Definition
Full Council	Full Council is a meeting of all 54 Lewisham councillors, which is chaired by the Speaker.
Local Democracy Review	The Local Democracy Review was a councillor-led review of local democracy in Lewisham, which made recommendations about how the Mayor and Council could enhance their openness and transparency, increase public involvement in Council decisions and promote effective decision-making.
Local Democracy Working Group	The Local Democracy Working Group is a group of eight councillors who are responsible for implementing the recommendations of the Local Democracy Review during 2019/20. It has now been extended until January 2021.
Programme	A set of related projects and/or activities, which are managed in a coordinated way in order to achieve an overall goal.

15. Report author and contact

15.1. If there are any queries about this report, please contact Rosalind Jeffrey (Strategic Transformation & Organisational Development Business Partner) by email (rosalind.jeffrey@lewisham.gov.uk) or telephone (020 8314 7093).

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Local Democracy Working Group

Development Of Member Role Profiles (Recommendation #45)

Date: 10 February 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive

Outline and recommendations

The Local Democracy Review found that a significant number of residents (and Council staff) did not fully understand what councillors did, what they were responsible for or even how to contact them. Several of the review's recommendations therefore focused on ways that councillor roles and responsibilities could be made clearer and more accessible.

This report provides a final update on the delivery of recommendation #45, which involved the development of role profiles for all member positions. Members of the LDWG are recommended to note the work undertaken to deliver this recommendation and agree the draft set of member role profiles.

Timeline of engagement and decision-making

May 2018 – Mayor Damien Egan promises to launch a review that will make the Council ‘*even more democratic, open and transparent*’

July 2018 – Full Council agrees to establish a Local Democracy Review Working Group consisting of eight councillors. They are tasked with making recommendations about how the Mayor and Council could enhance their openness and transparency, increase public involvement in Council decisions and promote effective decision-making

September 2018 to January 2019 – the Local Democracy Review Working Group gathers evidence from a wide range of residents, community groups and local councillors (including an online questionnaire completed by over 700 respondents, workshops at four secondary schools and attendance at over 40 events)

January to March 2019 – the Local Democracy Review Working Group collects their evidence into a final report, which identifies 57 recommendations for change

March to April 2019 – Mayor & Cabinet and Full Council agree the report and recommendations of the Local Democracy Review Working Group

May 2019 to March 2020 – the retained Local Democracy Working Group oversees delivery of the recommendations

December 2019 – the Local Democracy Working Group receives an update report on the delivery of recommendation #45

September 2020 – the Local Democracy Working Group is extended so that it can complete its outstanding work and also consider the impact of COVID-19 on the three key themes of the review

Reason for lateness and urgency

The report has not been available for five clear working days before the meeting and the Chair is asked to accept it as an urgent item. The report was not available for dispatch on 2nd February 2021 due to officer capacity and the wider pressures of the Council’s ongoing response to the COVID-19 pandemic. The report cannot wait until the next meeting (to be scheduled for March 2021) because this will be the final meeting of the Local Democracy Working Group and decisions are required to enable work to be concluded in advance so that a final report can be presented to members.

1. Summary

- 1.1. This report provides the Local Democracy Working Group (LDWG) with a final update on the development of member role profiles (recommendation #45).

2. Recommendations

- 2.1. The LDWG is recommended to:
 - Note the work undertaken to develop member role profiles (section 5)
 - Agree the draft set of role profiles (attached at Appendix A)

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3. Policy context

- 3.1. The recommendations of the Local Democracy Review are consistent with all the Council's corporate priorities (outlined in the Corporate Strategy 2018-22) as effective decision-making underpins the delivery of every commitment within the strategy. However, the recommendations are particularly relevant under the priority of:
- *Open Lewisham* – Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us

4. Background

- 4.1. Recommendation #45 of the Local Democracy Review is part of the 'Effective Decision-Making' theme. It sits under the thematic area of 'Councillor Roles, Responsibilities and Relationships', with Cllr Best as LDWG Champion.
- 4.2. The recommendation states that:
- 'Clarity and consensus should be developed around the roles and responsibilities, and anticipated work load, for the various responsibilities a councillor may undertake'*
- 4.3. A previous update report on the delivery of recommendation #45 was presented to the LDWG on 18th December 2019 (see section 12).

5. Development of member role profiles

Purpose

- 5.1. The main purpose of the member role profiles is to provide clarity for councillors, officers and the wider public about what is expected of each position. However, members may also wish to use the role profiles to help them decide which position/s they would like to nominate themselves for (as part of the AGM process) whilst the person specification within each profile can support them in assessing their skills and identifying areas for development.

Approach

- 5.2. The development of the role profiles took place in three stages:
- *Stage 1 (October to November 2019)* – a role profile template was created¹ and then completed for each member position using information from the Council's Constitution, committee terms of reference and the Members Information website as well as best practice from the Local Government Association and other local authorities.
 - *Stage 2 (December 2019 to February 2020)* – a detailed consultation was undertaken with all councillors and relevant lead officers. The role profiles were then updated to reflect the feedback received and were due to be presented to the LDWG, but this meeting was cancelled due to the COVID-19 pandemic.
 - *Stage 3 (December 2020 to January 2021)* – the role profiles were further updated to incorporate COVID-related and other changes, then circulated to all councillors for review.
- 5.3. Once they have been agreed by the LDWG, the final version of the role profiles will be published on the Council website and staff intranet. Officers will ensure the role profiles are regularly updated to reflect any changes to member roles and/or responsibilities.

¹ The role profile template contains a role description (covering responsibilities, time requirements and key officer contacts) and a person specification (covering key skills and required learning).

6. Financial implications

- 6.1. There are no additional costs involved in implementing this recommendation.

7. Legal implications

7.1. The Local Government Act 2000 sets out the differentiation between executive and non-executive functions and the establishment of clear role profiles for members should underline this legal requirement. There are also other key factors in relation to various roles played by councillors and these have been highlighted in the specific role profiles.

7.2. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

7.3. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

7.4. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation, or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.

7.5. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made, bearing in mind the issues of relevance and proportionality. The Mayor and Council must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

7.6. The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled 'Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice'. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11, which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

7.7. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- The essential guide to the public sector equality duty

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- Meeting the equality duty in policy and decision-making
 - Engagement and the equality duty: A guide for public authorities
 - Objectives and the equality duty. A guide for public authorities
 - Equality Information and the Equality Duty: A Guide for Public Authorities
- 7.8. The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties, and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

8. Equalities implications

- 8.1. The key driver behind all of these recommendations is to provide clarity and consensus about what is expected of each different role that a councillor undertakes. Whilst the role profiles will primarily be used by members and officers, they will also enhance residents' understanding of Council business and decision-making, thus enabling them to become more involved in local democracy.

9. Climate change and environmental implications

- 9.1. There are no specific climate change and environmental implications arising from this report.

10. Crime and disorder implications

- 10.1. There are no specific crime and disorder implications arising from this report.

11. Health and wellbeing implications

- 11.1. There are no specific health and wellbeing implications arising from this report.

12. Background papers

- [Update On The Development Of Member Role Profiles \(Recommendation #45\)](#)

13. Glossary

Term	Definition
Audit	An audit is an official examination of an organisation's accounts. However, the term can also be used more widely to mean a formal review or investigation.
Constitution	The Constitution is a written legal document that guides the Council on its decision-making processes.
Consultation	A consultation involves exchanging information and opinions about something in order to reach a better understanding of it

Term	Definition
	or to make a decision.
Full Council	Full Council is a meeting of all 54 Lewisham councillors, chaired by the Speaker. One of its responsibilities...
Local Democracy Working Group	The Local Democracy Working Group is a group of eight councillors who are responsible for implementing the recommendations of the Local Democracy Review during 2019/20.
Mayor	The Mayor is directly elected by residents of Lewisham to lead the Council and represent the borough for a period of four years. One of their responsibilities...
Role Profile	A role profile outlines the key duties and responsibilities of a particular role as well as the skills that an individual would need to undertake the role.

14. Report author and contact

- 14.1. If there are any queries about this report, please contact Rosalind Jeffrey (Strategic Transformation & Organisational Development Business Partner) by email (rosalind.jeffrey@lewisham.gov.uk) or telephone (020 8314 7093).

Is this report easy to understand?

Please give us feedback so we can improve.

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LOCAL DEMOCRACY REVIEW

Member Role Profiles



“ A democratic and open Lewisham ”

INTRODUCTION

Background

In July 2018, Full Council agreed to establish a Local Democracy Review Working Group consisting of eight councillors, following Mayor Damien Egan's manifesto pledge to launch a review that would make Lewisham Council '*even more democratic, open and transparent*'. The Working Group was tasked with making recommendations to Council about how the Mayor and Council could enhance their openness and transparency, increase public involvement in Council decisions and promote effective decision making.

During the review, members of the Working Group gathered evidence from a wide range of residents, community groups and local councillors as well as working closely with local democracy experts. They then collected their evidence into a final report, which identified 57 recommendations for change. In spring 2019, Mayor & Cabinet and Full Council agreed all of the review's recommendations and approved the appointment of eight councillors to the retained Working Group to oversee their delivery during 2019/20.

Recommendation #45 stated that:

'Clarity and consensus should be developed around the roles and responsibilities, and anticipated work load, for the various responsibilities a councillor may undertake'

The member role profiles contained in this document support the delivery of the above recommendation. They also contribute to the delivery of recommendations #4 and #46:

'Clearer and more engaging ways should be explored for explaining how the Council works and the roles and responsibilities of councillors and officers'

'The collective understanding of the different roles and responsibilities of officers and councillors needs to be improved. Gaps in understanding and support need to be effectively bridged in a variety of ways to improve understanding, relationships and ultimately decision-making processes. Appropriate and proportionate support for all elements of a councillor's role should be provided'

Approach

Role profiles (covering purpose, responsibilities, key skills and required learning) have been developed for each of the different committee positions to which councillors can be appointed by Full Council or the Overview & Scrutiny Committee, using information from the Council's Constitution, committee terms of reference and the Members Information website as well as best practice from the Local Government Association (LGA) and other local authorities. Role profiles were also developed in the same way for the Mayor (directly elected by Lewisham residents), Deputy Mayor/Cabinet Members/Mayor's Consort/Mayoral Advisors (appointed by the Mayor, subject to approval from Full Council) and Elected Member (which acts as the basis for all other role profiles, excluding the Mayor).

Purpose

The fundamental purpose of the role profiles is to provide clarity for councillors, officers and the wider public about what is expected of each role. In addition, members can use the role profiles to help them decide which position/s they would like to undertake. The person

specifications within each profile can also support them in assessing their skills and identifying areas for development.

All of these role profiles have been created for guidance purposes and are not intended to be prescriptive. Profiles should be combined where members undertake more than one role (for example, the Chair of an Overview & Scrutiny Select Committee would be expected to undertake the roles of Chair/Vice Chair – Overview & Scrutiny Select Committee, Overview & Scrutiny Select Committee Member, Overview & Scrutiny Committee Member and Elected Member).

To note:

All elected members receive a basic allowance (£10,494 in 2020/21, increasing by the headline figure in the National Joint Council local government pay settlement each year until 2022). In addition, a special responsibility allowance is also attached to some roles (see individual role profiles). The Council's scheme for basic and special responsibility allowances can be found [at the end of this document](#).

All Council meetings are currently taking place virtually. Officers are exploring options for introducing hybrid committee meetings from 2021/22 (overseen by the LDWG) and the member role profiles will be updated as required once any changes are implemented.

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ELECTED MEMBER
ROLE DESCRIPTION
Purpose
<p>Lewisham Council currently has 54 ward councillors (three for each of the 18 wards within the borough)¹ who are elected for a term of four years.</p> <p>As outlined in the Council's Constitution, councillors have five main areas of responsibility:</p> <ul style="list-style-type: none"> ▪ Deciding on overall Council policy and giving the authority political leadership ▪ Making decisions within overall Council policy ▪ Monitoring and reviewing performance in implementing policy and delivering services ▪ Representing the area and the Council externally ▪ Acting as advocates on behalf of constituents
Duties & Responsibilities
<p><u>Deciding on overall Council policy and giving the authority political leadership</u></p> <ul style="list-style-type: none"> ▪ To participate in Full Council meetings, making informed and balanced decisions in relation to the overall budget and policy framework, amendments to the Constitution and other reserved matters ▪ To contribute to the formation of the Council's strategies, policies, budget and service delivery ▪ To develop good working relationships with relevant officers of the Council ▪ To adhere to the various codes of conduct and protocols relating to election as a councillor (as set out in the Council's Constitution) ▪ To participate in compulsory training provided for members and attend further training & development sessions as required <p><u>Making decisions within overall Council policy</u></p> <ul style="list-style-type: none"> ▪ To participate in member-level meetings, making informed and balanced decisions based on professional advice ▪ To develop and maintain a working knowledge of the Council's services, management arrangements, powers/duties and constraints <p><u>Monitoring and reviewing performance in implementing policy and delivering services</u></p> <ul style="list-style-type: none"> ▪ To contribute to the scrutiny of decision-making and review of Council policies/services (not applicable when this role profile is combined with executive roles) ▪ To refer any 'intractable issues' to the Overview & Scrutiny Committee through the Councillor Call for Action process (not applicable when this role profile is combined with executive roles) ▪ To promote and ensure efficiency and effectiveness in the provision of Council and other public services

¹ Following their electoral review of Lewisham, [the Local Government Boundary Commission for England \(LGBCE\) recommended changes to the majority of ward boundaries in the borough and the number of councillors in some wards \(although there will still be 54 councillors in total\)](#). These changes will come into effect after a Parliamentary order is made and will be used for all local elections from May 2022 onwards.

Representing the area and the Council externally

- To lead and champion the interests of the local community by engaging with the Mayor and Cabinet Members, other councillors, officers, partners (e.g. police and health authorities) and other stakeholders (e.g. residents associations, local businesses and community organisations)
- To meet and liaise regularly with local interested parties, involving and consulting them on key Council decisions
- To develop and maintain local partnerships to ensure resources are used to meet the needs of the ward
- To use influence as a councillor to develop links between groups and communities in the ward and local area
- To be a channel of communication to the community, particularly in relation to decisions that affect them (including how and why the decisions were taken)
- To act as Chair of the relevant Local Assembly (with other members in the ward)
- To represent the Council on various outside bodies, providing two-way communication between the organisation and the Council (as appointed by the Mayor, subject to approval from Full Council or by Full Council)

Acting as advocates on behalf of constituents

- To represent individual constituents and local organisations by holding regular surgeries and undertaking casework and enquiries on their behalf
- To act as a corporate parent for looked after children and care leavers

Councillors will also be expected to participate in the activities of any political group of which they are a member.

Time Requirements

The role of elected member requires a significant amount of work and is undertaken in addition to the councillor's 'day job' and/or other responsibilities. In recognition of this commitment to public service, all elected members receive a basic allowance (£10,494 in 2019/20).

The [Independent Panel On The Remuneration Of Councillors In London](#) suggest that the first 20 hours per month of a councillor's time should be voluntary public service, so the basic allowance should reflect no more than 40 hours work per month (based on their assumption that councillors work approximately **60 hours each month or 15 hours per week**).

However, according to the most recent Census of Local Authority Councillors (2018), councillors across England spend an average of **22 hours per week** on Council business (i.e. excluding group/party business). The table below provides a breakdown of this average weekly time requirement by activity as well as the figures for councillors in the Greater London region:

Activity	England	Greater London
Attendance at council meetings, committees etc	8.1	8
Engaging with constituents, surgeries, constituent enquires etc ²	6.2	7
Working with community groups	4.1	4

² This includes email enquiries and casework.

Other (e.g. external meetings, seminars, training, travel related to Council etc)	3.6	3
Total	22	22
Group/Party Business	4.3	5
GRAND TOTAL	26.3	27

Although the total time requirements for councillors in Greater London are broadly in line with the average across England, it should be noted that Greater London had the highest number of councillors in full-time/part-time/self-employment (66%) and the lowest number of retired councillors (23%). London councillors also have higher living and travel costs.

N.B. Elected members do not receive a pension.

Key Officer Contacts

Elected members will engage with a wide range of officers as part of their role, but their key contacts are likely to be:

- Overview & Scrutiny/Member Development Manager
- Committee Business Manager
- Corporate Complaints & Casework Team
- Local Assemblies Team

PERSON SPECIFICATION

Essential Knowledge/Skills

All councillors should have:

Knowledge

- Understanding of national policies and their impact on the ward
- Detailed knowledge of the issues within the ward and the wider locality
- Understanding of the Council's Constitution, Code of Conduct, the Corporate Strategy, budget and audit processes and key internal policies
- Knowledge of Council services and the role of local partners (in the context of the ward)
- Knowledge of the Council's standards of customer care and complaints procedure
- Understanding of the various codes of conduct and protocols to which councillors must adhere
- Understanding of the Corporate Parenting responsibilities of councillors
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Ability to lead and champion the interests of the local community
- Ability to chair meetings in the community and facilitate discussions
- Ability to manage casework (including the use of iCasework to support the process)
- Ability to interpret Council budgets and accounts
- Ability to develop relationships with key Council officers and representatives from partner agencies
- Ability to build effective relationships with all sections of the community (in order to be able to represent their needs to the Council)
- Ability to communicate with a range of audiences, including partners
- Listening and questioning skills

- Presentation skills
- Public speaking skills (including an ability to concisely articulate views, in line with the Council's expectation that speeches last no longer than three minutes and meetings last no longer than two hours)
- Influencing, persuading and negotiation skills
- Managing conflict and mediation skills
- Strong commitment to public service and local democracy
- Commitment to personal development in the role

In addition, all councillors should demonstrate the seven principles of public life, also known as the 'Nolan Principles' (selflessness, integrity, objectivity, accountability, openness, honesty and leadership)

The skills outlined above (and in other role profiles) reflect the six core skills for councillors identified by the LGA in their [Political Skills Framework](#) – local leadership, partnership working, communication, political understanding, scrutiny and challenge and regulating and monitoring.

Learning Requirements/Training Provided

Member induction

The member induction programme for newly elected councillors includes:

- Mandatory training sessions (ethics and governance, data protection, safeguarding & casework)
- IT support and personal safety sessions
- Information sessions (e.g. Introduction to Health, Scrutiny/Health Scrutiny, Local Assemblies, Introduction to Housing, Children's Safeguarding, Local Government Finance and Equalities)

Newly elected councillors can also take part in a number of frontline experience sessions (e.g. going on a refuse/recycling collection round, shadowing officers from the Housing Options service or going on patrol with the police).

Ongoing learning and development

Additional training sessions and All-Member Briefings are held throughout the year and the Council also provides a comprehensive [e-learning package](#) for councillors, which includes modules on media relations, legislation, community engagement and safeguarding. All non-executive members are also entitled to a 1:1 session with the Overview & Scrutiny/Member Development Manager to review their development needs and plan relevant learning (through the development of a Personal Development Plan).

Other support

The Local Government Association (LGA) publishes a series of [workbooks](#) and [guides](#) relevant to the role of a councillor as well as providing an [e-learning offer](#) for councillors and a range of [political leadership development programmes](#).

Councillors may also be able to access learning and development opportunities via any political group of which they are a member.

MAYOR
ROLE DESCRIPTION
Purpose
<p>The Mayor is directly elected by residents of Lewisham to lead the Council and represent the borough for a period of four years. They provide political leadership and strategic direction for the entire Council, appoint councillors to the position of Cabinet Member, subject to approval from Full Council (together they form the Executive, otherwise known as Mayor & Cabinet), chair meetings of the Executive and the Health & Wellbeing Board and are responsible for all decisions which are not reserved to Full Council or any of its committees.</p>
Duties & Responsibilities
<p><u>Giving overall political leadership and strategic direction to the Council</u></p> <ul style="list-style-type: none"> ▪ To provide political direction to the Council, including proposing and directing its overall budget and policy framework ▪ To be the principal spokesperson for the Council on all issues ▪ To take, or delegate responsibility for, all executive decisions in accordance with the Council's Constitution (the current Mayor has decided that all executive decisions will be taken by Mayor & Cabinet collectively) ▪ To hold regular meetings with the Chief Executive and other appropriate senior officers in order to discuss strategic direction, policy and performance across the authority ▪ To facilitate good communication so that people within and outside the Council are able to contribute constructively to decision-making processes <p><u>Managing and leading the work of the Executive</u></p> <ul style="list-style-type: none"> ▪ To appoint between two and nine councillors as Cabinet Members, subject to approval from Full Council (these positions can be shared between two councillors so the actual number of appointees may be higher) ▪ To designate appropriate portfolios (giving due consideration to the Council's strategic functions) and appoint Cabinet Members to each portfolio, subject to approval from Full Council (the current Mayor also has their own portfolio, which covers Planning, Regeneration and Emergencies) ▪ To oversee the work programme of the Executive, ensuring it is delivered in accordance with the Council's constitution and with due regard for any statutory provisions set out in legislation ▪ To chair regular formal and informal meetings of the Executive and take responsibility for its performance, individually and collectively ▪ To maintain effective liaison with the Speaker and the Chair of the Overview & Scrutiny Committee <p><u>Representing and acting as ambassador for the Council</u></p> <ul style="list-style-type: none"> ▪ To represent the Council, and be accountable for, discussions and negotiations with central government, other local authorities and local, regional (e.g. London Councils, Greater London Authority) and national bodies (e.g. Local Government Association) ▪ To positively promote the Council in the media and to the wider public <p><u>Leading partnerships and community leadership</u></p>

- To undertake the role of 'community leader', building a vision for the area and leading the Council and its partners towards that vision
- To represent the Council and provide leadership of the key local partnerships (including as Chair of the Health & Wellbeing Board)
- To make Mayoral appointments to outside bodies and appoint Councillor Champions, subject to approval from Full Council
- To represent individual constituents and local organisations by undertaking casework and enquiries on their behalf
- To attend civic and ceremonial events as appropriate (which includes working closely with and promoting their chosen charity)³

Time Requirements

The role of directly-elected Mayor is full-time. They receive an allowance of £77,722 to perform this full-time role. As the Mayor is not an elected member, they do not receive a basic allowance or any additional special responsibility allowance.

N.B. The Mayor, like elected members, does not receive a pension.

Key Officer Contacts

- Chief Executive
- Chief officers and other senior managers
- Mayor & Cabinet Office

PERSON SPECIFICATION

Essential Knowledge/Skills

The Mayor should have:

Knowledge

- Detailed understanding of the strategic role of the Mayor
- Understanding of the relationship between national politics and local political leadership
- Detailed understanding of the legally defined role of the Chief Executive and other senior officers
- Detailed knowledge of the work of national and regional bodies, particularly the role of the Mayor and Council within them
- Detailed knowledge of the challenges facing local government and how they might impact the Council
- Detailed understanding of the Council's Constitution, Code of Conduct, the Corporate Strategy, budget and audit processes and key internal policies
- Detailed knowledge of Council services and the role of local partners, including the services they deliver
- Detailed knowledge of community needs and their priorities for action
- Detailed understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

³ Approximately 350-400 invitations are received throughout the year. Most of these are sent to the Mayor's Office, although some are sent directly to the Speaker. If the Mayor is unavailable, then they may request that the Speaker or Deputy Mayor attend on their behalf.

Skills

- Advanced leadership skills, with an ability to exercise strategic awareness and judgement
- Ability to develop a vision for Lewisham and drive the Council and its partners towards achieving that vision
- Ability to set the budget and policy framework and prioritise the business of Council, Mayor & Cabinet and committees (having regard to the key challenges facing the Council)
- Advanced 'ambassadorial' skills (to be able to represent the Council both internally and externally, particularly at the local, regional and national level)
- Advanced chairing skills
- Ability to facilitate effective communication within and across the Council and to ensure the community are able to engage in decision-making processes
- Ability to work constructively with officers, councillors and partners
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Overview & Scrutiny and other political groups
- Advanced skills in working with the media to ensure the Council is positively represented, including an ability to identify when additional support is required
- Ability to assimilate and analyse complex information
- Advanced listening and questioning skills
- Advanced presentation skills
- Advanced public speaking skills
- Advanced influencing, persuading and negotiation skills
- Advanced managing conflict and mediation skills
- Commitment to personal development in the role and to the ongoing development of others

Learning Requirements/Training Provided

- Training and development support for the Mayor is overseen by the Director of Law, Governance & HR

DEPUTY MAYOR
ROLE DESCRIPTION
Purpose
At the first meeting of the Council after their election, the Mayor appoints one of the Cabinet Members as Deputy Mayor, subject to approval from Full Council. The Deputy Mayor holds office until the end of the Mayor's term of office unless they resign as Deputy Mayor, are no longer a member of the Council, are no longer a member of the Cabinet or are removed from the office of Deputy Mayor by the Mayor.
Duties & Responsibilities
<ul style="list-style-type: none"> ▪ To assist the Mayor in the formal processes and matters of leadership of the authority ▪ To work with the Mayor on the budget and policy development ▪ To lead on the planning and development of the Council's programme of civic and ceremonial events for the Mayor (including the Mayor's charity) ▪ To deputise for the Mayor in their absence (including chairing Cabinet meetings), as instructed by the Mayor and in line with the statutory and constitutional framework of the Council ▪ To carry out other such duties as delegated by the Mayor
Time Requirements
<p>The Deputy Mayor is expected to spend two days per week undertaking their Cabinet Member role, plus additional time undertaking their Deputy Mayor portfolio, which includes deputising for the Mayor, whose role is full-time.</p> <p>A special responsibility allowance of £40,600 per year is attached to the role of Deputy Mayor.</p>
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Chief Executive ▪ Chief officers and other senior managers ▪ Director of Culture, Learning & Libraries and Cultural Development Manager (in relation to civic and ceremonial events) ▪ Mayor & Cabinet Office
PERSON SPECIFICATION
Essential Knowledge/Skills
<p>In addition to the key skills for all councillors, the Deputy Mayor should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> ▪ Detailed understanding of the strategic role of the Mayor ▪ Understanding of the relationship between national politics and local political leadership ▪ Detailed understanding of the legally defined role of the Chief Executive and other senior officers ▪ Detailed knowledge of the work of national and regional bodies, particularly the role of the Mayor and Council within them

- Detailed knowledge of the challenges facing local government and how they might impact the Council
- Detailed understanding of the Council's Constitution, Code of Conduct, the Corporate Strategy, budget and audit processes and key internal policies
- Detailed knowledge of Council services and the role of local partners, including the services they deliver
- Detailed knowledge of community needs and their priorities for action
- Detailed understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Advanced leadership skills, with an ability to exercise strategic awareness and judgement
- Ability to develop a vision for Lewisham and drive the Council and its partners towards achieving that vision
- Ability to set the budget and policy framework and prioritise the business of Council, Mayor & Cabinet and committees (having regard to the key challenges facing the Council)
- Advanced 'ambassadorial' skills (to be able to represent the Council both internally and externally, particularly at the local, regional and national level)
- Advanced chairing skills
- Ability to facilitate effective communication within and across the Council and to ensure the community are able to engage in decision-making processes
- Ability to work constructively with officers, councillors and partners
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Overview & Scrutiny and other political groups
- Advanced skills in working with the media to ensure the Council is positively represented, including an ability to identify when additional support is required
- Ability to assimilate and analyse complex information
- Advanced listening and questioning skills
- Advanced presentation skills
- Advanced public speaking skills
- Advanced influencing, persuading and negotiation skills
- Advanced managing conflict and mediation skills
- Commitment to personal development in the role and to the ongoing development of others

Learning Requirements/Training Provided

- Training and development support for the Deputy Mayor is overseen by the Director of Law, Governance & HR

CABINET MEMBER
ROLE DESCRIPTION
<p>Purpose</p> <p>The Mayor appoints between two and nine councillors to the position of Cabinet Member, subject to approval from Full Council (these positions can be shared between two councillors so the actual number of appointees may be higher) and together they form the Executive, otherwise known as Mayor & Cabinet. Councillors perform the role of Cabinet Member in addition to their responsibilities as Elected Members.</p> <p>Cabinet Members remain a member of the Executive until they either resign, cease to be a member of the Council, the term of the Mayor ends or the Mayor decides to remove them from office.</p> <p>Cabinet Members have two sets of duties and responsibilities, one exercised collectively as a group and the other individually as a portfolio holder. The current Cabinet portfolios are:</p> <ul style="list-style-type: none"> ▪ Cabinet Member for Health & Adult Social Care ▪ Cabinet Member for Democracy, Refugees & Accountability ▪ Cabinet Member for Children’s Services & School Performance ▪ Cabinet Member for Housing & Planning ▪ Cabinet Member for Safer Communities ▪ Cabinet Member for Environment & Transport ▪ Cabinet Member for Finance & Resources ▪ Cabinet Member for the Community Sector ▪ Cabinet Member for Culture, Jobs & Skills (job-share)
Duties & Responsibilities
<p><u>Collective responsibilities (as the Executive)</u></p> <ul style="list-style-type: none"> ▪ To be a member of, and attend, formal and informal Cabinet meetings ▪ To collectively devise policy, take decisions and monitor performance in accordance with the Council’s priorities and vision ▪ To consider reports from officers in relation to executive decisions ▪ To consider matters referred to the Executive (whether by the Overview & Scrutiny Committee, Select Committee, Business Panel or Full Council) for reconsideration or response by the Executive in accordance with the rules relating to call-in or the Councillor Call for Action process ▪ To consider reports from Select Committees or Business Panel ▪ To consider reports from Local Assemblies and the Positive Ageing Council ▪ To consult with members and other stakeholders as part of the decision-making process, ensuring community interests are properly represented ▪ To show an interest in and support for the portfolios of others, recognising and contributing to cross-cutting issues ▪ To act as a representative of the Cabinet to other members, briefing on matters of policy change, answering enquiries and dealing with concerns where appropriate <p><u>Individual responsibilities (as a portfolio holder)</u></p> <ul style="list-style-type: none"> ▪ To have strategic responsibility for, and provide a lead on, a named portfolio (as appointed by the Mayor, subject to approval from Full Council)

- To develop and maintain a detailed understanding of the portfolio, including the scope and range of services, budget/expenditure and performance
- To be fully aware of any direct legal responsibilities, statutory frameworks or central government guidance relating to their role as portfolio holder (e.g. the Cabinet Member for Children’s Services & School Performance is defined as the ‘Lead Member for Children’s Services’ and is required by law to hold political accountability for all of Lewisham’s children’s services)
- To maintain close relationships with senior officers working within the portfolio
- To contribute to the setting of the strategic priorities and work programme for the portfolio (in line with the Council’s Corporate Strategy), providing support to officers responsible for implementation
- To liaise with the appropriate Select Committee Chair on a regular basis and report on progress against portfolio priorities to Mayor & Cabinet, Full Council and the Overview & Scrutiny Committee as appropriate
- To keep up to date with policy developments at local, regional and national levels in relation to the portfolio
- To act as spokesperson or advocate within and outside the Council on services and functions within the portfolio
- To engage and work in partnership with local stakeholders on issues relevant to the portfolio
- To represent the Council on outside bodies relevant to the portfolio (as appointed by the Mayor, subject to approval from Full Council, or by Full Council)

Time Requirements

Cabinet Members typically spend an average of two days per week undertaking their role (one day for those who job-share), but are expected to be flexible and responsive (in relation to both the needs of the Executive and their responsibilities as a portfolio holder). This suggested time requirement of two days per week is in addition to the work undertaken in their role as an Elected Member.

A special responsibility allowance of £15,298 per year is attached to the role of Cabinet Member.

Key Officer Contacts

- Chief officers and other senior managers
- Mayor & Cabinet Office

PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, Cabinet Members should have:

Knowledge

- Detailed understanding of the strategic role of Cabinet within the Council
- Understanding of the legally defined role of certain senior officers
- Knowledge of the work of national and regional bodies, particularly the role of the Council within them
- Knowledge of the challenges facing local government and how they might impact the Council
- Detailed understanding of the Council’s Constitution, Code of Conduct, the Corporate Strategy, budget and audit processes and key internal policies

- Knowledge of Council services and the role of local partners, including the services they deliver
- Detailed knowledge of the key areas relating to their portfolio and its relationship with other portfolios
- Detailed knowledge of any direct legal responsibilities, statutory frameworks or central government guidance relating to their role as portfolio holder
- Knowledge of community needs and their priorities for action.
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Advanced leadership skills in relation to areas of individual responsibility
- Ability to work with the Mayor and Deputy Mayor as an executive team
- 'Ambassadorial' skills (to be able to represent the Council both internally and externally, particularly at the local, regional and national level)
- Chairing skills (to be able to chair meetings relating to their portfolio)
- Ability to work constructively with officers, councillors and partners
- Ability to build effective relationships with other parts of the political management structure (e.g. Full Council, Overview & Scrutiny)
- Advanced skills in working with the media, including an ability to identify when additional support is required, to ensure the Council is positively represented
- Ability to assimilate and analyse complex information
- Advanced listening and questioning skills
- Advanced presentation skills
- Advanced public speaking skills
- Advanced influencing, persuading and negotiation skills
- Advanced managing conflict and mediation skills
- Commitment to personal development in the role and to the ongoing development of others

Learning Requirements/Training Provided

- Training and development support for Cabinet Members is overseen by the Director of Law, Governance & HR

MAYOR'S CONSORT
ROLE DESCRIPTION
Purpose
The Mayor may choose to appoint a Mayor's Consort ⁴ (usually designated as Mayoress), subject to approval from Full Council. This is a voluntary appointment and is a non-political position with no decision-making powers.
Duties & Responsibilities
<ul style="list-style-type: none"> ▪ To represent the Mayor (or support them) at civic and ceremonial events within the borough and externally ▪ To organise and host (or support the Mayor in organising and hosting) civic events for local, regional and national attendees ▪ To perform (or support the Mayor when they perform) official openings or presentations across the borough
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Mayor & Cabinet Office ▪ Director of Culture, Learning & Libraries and Cultural Development Manager (in relation to civic and ceremonial events)
PERSON SPECIFICATION
Essential Knowledge/Skills
The Mayor's Consort should have: <ul style="list-style-type: none"> ▪ 'Ambassadorial' skills (to be able to represent the Mayor, particularly at the local level) ▪ Ability to work with the media to ensure the Mayor is positively represented ▪ Presentation skills
Learning Requirements/Training Provided
<ul style="list-style-type: none"> ▪ N/A

⁴ The current Mayor appointed three Mayoresses/Mayor's Consorts at the Annual General Meeting in July 2020.

MAYORAL ADVISOR
ROLE DESCRIPTION
Purpose
<p>During their term of office, the Mayor may choose to appoint (subject to approval from Full Council) one or more Mayoral Advisors to provide them with strategic (rather than operational) advice and support on a specific issue or policy area.⁵</p> <p>N.B. This is not an officer role.</p>
Duties & Responsibilities
<p>Mayoral Advisors are appointed as freelance consultants and are subject to the Council's Code of Practice for Contractors, Suppliers and Service Providers as well as the Member Code of Conduct.</p> <p>Prior to their appointment, contractual terms should be agreed, including a specification or project brief for the services that they will provide to the Mayor (this sets out their specific duties and responsibilities)</p> <p>During the duration of their appointment, Mayoral Advisors are expected to positively promote the Council in the media and to the wider public.</p>
Time Requirements
<ul style="list-style-type: none"> ▪ The weekly/monthly time commitments will be set out in each Mayoral Advisor's contract
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Mayor & Cabinet Office
PERSON SPECIFICATION
Essential Knowledge/Skills
<p>Mayoral Advisors should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> ▪ Detailed knowledge of the specific issue or policy area on which they have been appointed to advise and support the Mayor ▪ Significant experience of working with local communities ▪ Knowledge of the challenges facing local government and how they might impact the Council ▪ Awareness of and a commitment to the principles of equality and diversity <p><u>Skills</u></p> <ul style="list-style-type: none"> ▪ Ability to exercise strategic awareness and judgement ▪ Ability to work constructively with the Mayor and Cabinet, councillors, officers and partners ▪ Advanced analytical and problem-solving skills

⁵ The current Mayor has chosen to appoint two Mayoral Advisors.

- | |
|--|
| <ul style="list-style-type: none">▪ Advanced influencing, persuading and negotiation skills▪ Presentation skills▪ Managing conflict and mediation skills |
| Learning Requirements/Training Provided |
| <ul style="list-style-type: none">▪ N/A |

DRAFT

SPEAKER/DEPUTY SPEAKER
ROLE DESCRIPTION
Purpose
<p>The Speaker is responsible for presiding at Full Council meetings and is also the civic head of the Council. Both the Speaker and Deputy Speaker are appointed annually at the Council's Annual General Meeting. Neither may be a member of the Council's Executive, nor chair the Council's main Overview & Scrutiny Committee, Select Committees or Business Panels.</p>
Duties & Responsibilities
<p><u>Constitutional responsibilities</u></p> <ul style="list-style-type: none"> ▪ To uphold and promote the Council's Constitution ▪ To ensure the Constitution is adhered to and, if necessary, to rule on its interpretation ▪ To preside over meetings of the Council, so that its business can be carried out efficiently ▪ To ensure the Council conducts its meetings in line with standing orders ▪ To prepare and manage an annual work programme for the Council to meet its legal obligations (e.g. setting the budget and Council Tax, making appointments) <p><u>Civic and ceremonial events</u></p> <ul style="list-style-type: none"> ▪ To represent the Council at civic and ceremonial events within the borough and externally (including on behalf of the Mayor) ▪ To organise and host civic events for local, regional and national attendees (including on behalf of the Mayor) ▪ To perform official openings or presentations across the borough (including on behalf of the Mayor) ▪ To promote community engagement and encourage active citizenship within Lewisham <p>The Deputy Speaker is responsible for fulfilling the duties of the Speaker in their absence and assisting them in specific duties as required (including attendance at civic and ceremonial events).</p>
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Full Council meetings (approximately 8 meetings per year) ▪ Attending civic and ceremonial events <p>A special responsibility allowance of £6,130 per year is attached to the role of Speaker.</p>
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Mayor & Cabinet Office ▪ Director of Culture, Learning & Libraries and Cultural Development Manager (in relation to civic and ceremonial events)
PERSON SPECIFICATION
Essential Knowledge/Skills

In addition to the key skills for all councillors, the Speaker/Deputy Speaker should have:

Knowledge

- Detailed understanding of the role of Speaker, including the application of meeting protocols, codes of conduct, standing orders and other constitutional requirements
- Detailed understanding of the Council's Constitution (including an awareness of when to seek the advice of the Monitoring Officer)
- Understanding of the Council's Corporate Strategy, budget and audit processes and key internal policies
- Detailed knowledge of community needs and their priorities for action
- Detailed understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Advanced 'ambassadorial' skills (to be able to represent the Council both internally and externally, particularly at the local, regional and national level)
- Advanced chairing skills
- Ability to plan and manage work programmes
- Ability to work constructively with officers, councillors and partners
- Ability to build effective relationships with other parts of the political management structure e.g. Mayor & Cabinet, Overview & Scrutiny and other political groups
- Advanced skills in working with the media to ensure the Council is positively represented, including an ability to identify when additional support is required
- Advanced presentation skills
- Advanced public speaking skills
- Good influencing, persuading and negotiation skills
- Good managing conflict and mediation skills
- Commitment to personal development in the role and to the ongoing development of others

Learning Requirements/Training Provided

- See relevant section in the Elected Member role profile

CHAIR/VICE CHAIR – OVERVIEW & SCRUTINY COMMITTEE

ROLE DESCRIPTION

Purpose

The Overview & Scrutiny Committee is made up of every member of the Council not forming part of the Executive and is responsible for the overview and scrutiny of functions in accordance with the Local Government Act 2000. It appoints a number of standing Select Committees, two Business Panels (one dealing solely with education matters) and time-limited scrutiny Task & Finish Groups.

As a result, the main Overview & Scrutiny Committee tends to focus on:

- Strategic and cross-cutting issues that do not easily fit within the terms of reference of a single Select Committee
- Holding question and answer sessions with the Mayor and Cabinet Members

At the first meeting in the municipal year, the Overview & Scrutiny Committee appoints a Chair to preside at its meetings for the coming year. The Committee also appoints a Vice-Chair who will preside in the absence of the Chair.

The Chair and Vice Chair of the Overview & Scrutiny Committee also undertake the same roles for the Business Panel/Education Business Panel. Membership also includes the Chair of each Select Committee and, for Education Business Panel, the two diocesan representatives and three parent governors appointed to the Children & Young People Select Committee.

Duties & Responsibilities

Providing leadership and direction to the Overview & Scrutiny Committee

- To have a clear understanding about the role and functions of the committee (as outlined in its terms of reference) and ensure this is communicated effectively to all members
- To plan and set agendas containing clear objectives and outcomes for each meeting, with the support of the Overview & Scrutiny Manager, ensuring that all necessary preparation is done beforehand
- To chair the Overview & Scrutiny Committee in a confident and effective manner, ensuring that meeting objectives are met and all procedural requirements are adhered to, with the support of the Overview & Scrutiny Manager and/or Principal Lawyer
- To guide the Overview & Scrutiny Committee to reach informed and balanced decisions, which are in accordance with legal, constitutional and policy requirements
- To champion the four principles of effective scrutiny (providing critical friend challenge to executive policy and decision makers, enabling the voice and concerns of the public, ensuring scrutiny is carried out by independent minded councillors and driving improvement)
- To ensure all members of the Overview & Scrutiny Committee are able to participate effectively in meetings
- To ensure that members of the public have an opportunity to contribute to meetings as appropriate

Managing the work programme of the Overview & Scrutiny Committee

- To develop a balanced work programme for the Overview & Scrutiny Committee, with the support of the Overview & Scrutiny Manager, ensuring its functions are fulfilled effectively
- To report on progress to Full Council and other committees of the Council as appropriate
- To liaise with Mayor & Cabinet on a regular basis to discuss progress across the portfolio, responses to concerns raised and future programmes of work
- To work closely with the Overview & Scrutiny Manager and the statutory Scrutiny Officer in delivering the work programme

Promoting the role of the Overview & Scrutiny Committee

- To promote the role of the Overview & Scrutiny Committee within the Council, liaising with councillors and officers in the areas relevant to its work
- To promote the role of the Overview & Scrutiny Committee to the public and partner organisations, enabling them to better understand and engage with the scrutiny function
- To liaise with the Overview and Scrutiny/Member Development Manager to ensure that all members of the Overview & Scrutiny Committee have access to appropriate training and development for their role

Business Panel/Education Business Panel

- To provide leadership and direction to the Business Panel/Education Business Panel, and promote its role (in the same manner as the Overview & Scrutiny Committee)
- To discharge specific responsibilities as Chair of Business Panel/Education Business Panel, including deciding whether it is reasonable to take an executive decision which is deemed to be urgent, notwithstanding that it is contrary to the policy framework or contrary to or not wholly in accordance with the budget and making a request (in writing) to the proper officer for an executive decision to be referred to the next Business Panel meeting

The Vice Chair is responsible for assisting and working with the Chair in achieving the aims and objectives of the Overview & Scrutiny Committee, deputising for the Chair as required and carrying out other such duties as delegated by the Chair.

Time Requirements

- Attending Overview & Scrutiny Committee meetings (approximately 4 meetings per year x approximately 2 hours duration)
- Attending Overview & Scrutiny Committee pre-meetings, including agenda-planning and/or Chair's briefings (approximately 1 hour per meeting where held)
- Preparing for Overview & Scrutiny Committee meetings, including reading papers and identifying questions/key lines of enquiry (approximately 2 hours per meeting)
- Attending Business Panel/Education Business Panel meetings (approximately 16 meetings per year x 2 hours duration)
- Attending Business Panel/Education Business Panel pre-meetings, including agenda-planning and/or Chair's briefings (approximately 1 hour per meeting where held)
- Preparing for Business Panel/Education Business Panel meetings, including reading papers and identifying questions/key lines of enquiry (approximately 1 hour per meeting)

A special responsibility allowance of £12,260 per year is attached to the role of Chair of the Overview & Scrutiny Committee.

Key Officer Contacts

- Overview & Scrutiny/Member Development Manager
- Committee Business Manager
- Statutory Scrutiny Officer (Assistant Chief Executive)
- Senior officers across the Council

PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, the Chair/Vice Chair of the Overview & Scrutiny Committee should have:

Knowledge

- Detailed understanding of the role of Chair, including the application of meeting protocols, codes of conduct, standing orders and other constitutional requirements, supported by the Scrutiny Manager and/or Principal Lawyer
- Detailed knowledge of the role and functions of local government scrutiny, including relevant legislation, local policies and good practice
- Detailed understanding of the Council's approach to overview and scrutiny, including its strategic importance and relationship with the other parts of the decision-making structure
- Detailed knowledge of local, regional and national issues and challenges relevant to the Select Committee
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Advanced leadership skills (in relation to the Overview & Scrutiny function)
- 'Ambassadorial' skills (to be able to represent and champion the Overview & Scrutiny function, both internally and externally)
- Advanced chairing skills
- Ability to inspire and enthuse committee members for the work of the Overview & Scrutiny Committee
- Ability to plan and manage work programmes
- Ability to work constructively with officers, councillors and partners
- Ability to build effective relationships with other parts of the political management structure e.g. Mayor & Cabinet
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Advanced listening and questioning skills
- Good presentation skills.
- Good public speaking skills
- Advanced influencing, persuading and negotiation skills
- Good managing conflict and mediation skills
- Commitment to personal development in the role and to the ongoing development of others

Learning Requirements/Training Provided

- Charing Skills training (delivered by an external trainer)
- General scrutiny skills training

DRAFT

OVERVIEW & SCRUTINY COMMITTEE MEMBER

ROLE DESCRIPTION

Purpose

Members of the Overview & Scrutiny Committee support the Chair and Vice Chair in ensuring the committee achieves effective scrutiny within its terms of reference.

Duties & Responsibilities

Understanding the nature of the Overview & Scrutiny Committee

- To understand the role of the Overview & Scrutiny Committee and fulfil its functions effectively by:
 - Making reports and recommendations following scrutiny of the:
 - Performance of the Executive, other committees and Council officers
 - Actions and decisions taken by the Executive, other committees and Council officers (including questioning members of the Executive/appropriate committees/Executive Directors personally)
 - Actions and decisions taken by other public bodies in the borough (including inviting them to make reports to and/or attend the committee and answer questions)
 - Matters affecting the area or its residents
 - Carrying out research and working collaboratively in support of policy development, including liaising with other local, regional and national organisations
 - Engaging local residents and service users to:
 - Provide evidence to the committee and assist in the analysis of policy options available to the Council
 - Promote closer links between Overview & Scrutiny members and the local community
 - Foster an enhanced community representative role for Overview & Scrutiny members
 - Receiving petitions, deputations and representations from local people and other stakeholders about areas of concern and referring them to the Executive, appropriate committee or officer for action (with a recommendation or report if the committee considers that necessary)
 - Seeking the views of Local Assemblies, the Positive Ageing Council and the Young Mayor and their advisors on matters relating to the committee's terms of reference
 - Considering matters referred to the committee in accordance with the Council's Petition Scheme
 - Considering any referral referred to committee by a member under the Councillor Call for Action process
 - (Potentially) reviewing topics suggested for consideration by a Task & Finish Group and agreeing the establishment of such groups, within the framework set out in the Constitution
- To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee
- To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee

Participation in meetings and decision-making

<ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Overview & Scrutiny Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Overview & Scrutiny Committee meetings (approximately 4 meetings per year x approximately 2 hours duration) ▪ Preparing for Overview & Scrutiny Committee meetings, including reading papers and identifying questions/key lines of enquiry (approximately 2 hours per meeting)
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Overview & Scrutiny/Member Development Manager ▪ Senior officers across the Council
PERSON SPECIFICATION
Essential Knowledge/Skills
<p>In addition to the key skills for all councillors, members of the Overview & Scrutiny Committee should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> ▪ Understanding of the Council's approach to overview and scrutiny, including its strategic importance and relationship with the other parts of the decision-making structure ▪ Knowledge of the role and functions of the Overview & Scrutiny Committee, including relevant legislation and good practice ▪ Knowledge of local, regional and national issues and challenges relevant to the Overview & Scrutiny Committee ▪ Understanding of the principles and importance of making sound, evidenced-based decisions ▪ Awareness of and a commitment to the principles of equality and diversity <p><u>Skills</u></p> <ul style="list-style-type: none"> ▪ Ability to work collectively, including with the Chair and Vice Chair of the Overview & Scrutiny Committee ▪ Ability to work constructively with officers, councillors and partners ▪ Ability to assimilate and analyse complex information ▪ Ability to set aside own views and act impartially ▪ Listening and questioning skills ▪ Public speaking skills ▪ Commitment to personal development in the role
Learning Requirements/Training Provided
<ul style="list-style-type: none"> ▪ General scrutiny skills training

BUSINESS PANEL/EDUCATION BUSINESS PANEL MEMBER
ROLE DESCRIPTION
Purpose
<p>The Overview & Scrutiny Committee appoints a Business Panel to co-ordinate its business and operate call-in on its behalf. It also appoints an Education Business Panel to consider call-in in relation to education matters. The membership of both the Business Panel and the Education Business Panel consists of the Chair and Vice Chair of the Overview & Scrutiny Committee, the Chair of each Select Committee and at least two other (non-Executive) councillors.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the Business Panel/Education Business Panel</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Business Panel/Education Business Panel and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Coordinating and approving the work programme of each Select Committee in order to secure the most effective use of Council time and resources and to prevent overlap ○ Deciding on the allocation of an issue for consideration which falls within the remit of more than one Select Committee ○ Exercising powers in relation to call-in on behalf of the Overview & Scrutiny Committee (except those which are within the terms of reference of the Education Business Panel)⁶ ○ Considering a report about urgent decisions at least once per quarter and referring that report to Full Council ○ Making comments and recommendations to the Executive on the contents and proposed contents of the policy framework as required and holding the Executive to account for performance in the delivery of these strategies and plans ○ Considering any referrals made to it by a Select Committee ○ Taking responsibility for overview and scrutiny functions in relation to all activities of the Council where that overview and scrutiny function has not been delegated elsewhere (or retained by the Overview & Scrutiny Committee) ○ Recommending to Full Council any changes which it thinks necessary to the number, terms of reference, composition or membership of the overview and scrutiny committees ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the panel <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ○ To participate effectively in meetings of the Business Panel/Education Business Panel

⁶ The terms of reference of the Education Business Panel are limited to the exercise of call-in powers in relation to education functions which are the responsibility of the Executive. All other overview and scrutiny functions in relation to education are the responsibility of the Children & Young People Select Committee.

<ul style="list-style-type: none"> ○ To make informed and balanced decisions, within the terms of reference of the panel, which are in accordance with legal, constitutional and policy requirements
<p>Time Requirements</p> <ul style="list-style-type: none"> ▪ Attending Business Panel/Education Business Panel meetings (approximately 16 meetings per year x 2 hours duration) ▪ Preparing for Business Panel/Education Business Panel meetings, including reading papers and identifying questions/key lines of enquiry (approximately 1 hour per meeting) <p>Parent governors and diocesan representatives who sit on the Education Business Panel are entitled to a special responsibility allowance of £600 per year.</p>
<p>Key Officer Contacts</p> <ul style="list-style-type: none"> ▪ Overview & Scrutiny/Member Development Manager ▪ Committee Business Manager ▪ Senior officers across the Council, including the Statutory Scrutiny Officer
<p>PERSON SPECIFICATION</p>
<p>Essential Knowledge/Skills</p> <p>In addition to the key skills for all councillors, members of the Business Panel/Education Business Panel should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> ▪ Knowledge of the role and functions of local government scrutiny, including relevant legislation, local policies and good practice ▪ Understanding of the role and functions of the Business Panel/Education Business Panel ▪ Knowledge of local, regional and national issues and challenges relevant to the Business Panel/Education Business Panel ▪ Understanding of the principles and importance of making sound, evidenced-based decisions ▪ Awareness of and a commitment to the principles of equality and diversity <p><u>Skills</u></p> <ul style="list-style-type: none"> ▪ Ability to work with the Chair of the Business Panel/Education Business Panel as a team ▪ Ability to work constructively with officers, councillors and partners ▪ Ability to assimilate and analyse complex information ▪ Ability to set aside own views and act impartially ▪ Listening and questioning skills ▪ Public speaking skills ▪ Commitment to personal development in the role
<p>Learning Requirements/Training Provided</p> <ul style="list-style-type: none"> ▪ General scrutiny skills training

CHAIR/VICE CHAIR – SELECT COMMITTEE
ROLE DESCRIPTION
<p>Purpose</p> <p>There are currently six Select Committees, each carrying out scrutiny within a specific area:</p> <ul style="list-style-type: none"> ▪ Children & Young People Select Committee ▪ Healthier Communities Select Committee ▪ Housing Select Committee ▪ Public Accounts Select Committee ▪ Safer Stronger Communities Select Committee ▪ Sustainable Development Select Committee <p>Each committee is made up of five members, except for the Children & Young People Select Committee, which has eight members as well as two diocesan representatives and three parent governors.⁷ The Healthier Communities Select Committee also has a representative from Lewisham Healthwatch within its membership, who is treated as a full member of the committee, although with no voting rights.</p>
Duties & Responsibilities
<p><u>Providing leadership and direction to the Select Committee</u></p> <ul style="list-style-type: none"> ▪ To have a clear understanding about the role and functions of the committee (as outlined in its terms of reference) and ensure this is communicated effectively to all members ▪ To plan and set agendas, with the support of the Scrutiny Manager, containing clear objectives and outcomes for each meeting, ensuring that all necessary preparation is done beforehand ▪ To chair the Select Committee in a confident and effective manner, ensuring that meeting objectives are met and all procedural requirements are adhered to ▪ To guide the Select Committee to reach informed and balanced decisions, which are in accordance with legal, constitutional and policy requirements ▪ To champion the four principles of effective scrutiny (providing critical friend challenge to executive policy and decision makers, enabling the voice and concerns of the public, ensuring scrutiny is carried out by independent minded councillors and driving improvement) ▪ To ensure all members of the Select Committee are able to participate effectively in meetings ▪ To ensure that members of the public have an opportunity to contribute to meetings as appropriate <p><u>Managing the work programme of the Select Committee</u></p> <ul style="list-style-type: none"> ▪ To develop a balanced work programme for the Select Committee, ensuring its functions are fulfilled effectively (to be approved by the Overview & Scrutiny Business Panel) ▪ To work closely with the relevant Scrutiny Manager in delivering the work programme

⁷ The Chair and Vice Chair of the Overview & Scrutiny Committee are also ex-officio members of all select committees.

- To follow-up scrutiny recommendations, evaluate the impact and identify areas for further improvement, with the support of the Scrutiny Manager
- To report on progress as appropriate to Business Panel, the Overview & Scrutiny Committee and other committees of the Council as appropriate
- To liaise with the appropriate Cabinet Member on a regular basis to discuss progress across the portfolio, responses to concerns raised and future programmes of work

Promoting the role of the Select Committee

- To promote the role of the Select Committee within the Council, liaising with councillors and officers in the areas relevant to its work
- To promote the role of the Select Committee to the public and partner organisations, enabling them to better understand and engage with the scrutiny function
- To liaise with the Overview and Scrutiny/Member Development Manager to ensure that all members of the Select Committee have access to appropriate training and development for their role

The Vice Chair is responsible for assisting and working with the Chair in achieving the aims and objectives of the Select Committee, deputising for the Chair as required and carrying out other such duties as delegated by the Chair.

Time Requirements

- Attending Select Committee meetings (approximately 5 meetings per year for each committee x 2 hours duration)
- Attending Select Committee pre-meetings, including agenda-planning and/or Chair's briefings (approximately 1 hour per meeting)
- Preparing for Select Committee meetings, including reading papers and identifying questions/key lines of enquiry (approximately 2.5 hours per meeting)
- Select Committee Chairs also attend meetings with the Statutory Scrutiny Officer (Assistant Chief Executive) and meet regularly with senior officers in the areas relevant to their committee's work (approximately 2.5 hours per month).

A special responsibility allowance of £6,130 per year (x 6) is attached to the role of Chair of the Select Committee.

Key Officer Contacts

- Overview & Scrutiny/Member Development Manager
- Committee Business Manager
- Senior officers within the Select Committee's areas of responsibility

PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, the Chair/Vice Chair of the Select Committee should have:

Knowledge

- Understanding of the role of Chair, including the application of meeting protocols, codes of conduct, standing orders and other constitutional requirements, supported by the Scrutiny Manager and/or Principal Lawyer

- Knowledge of the role and functions of local government scrutiny, including relevant legislation, local policies and good practice
- Understanding of the role and functions of the services falling within the Select Committee's terms of reference
- Knowledge of local, regional and national issues and challenges relevant to the Select Committee
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Leadership skills (in relation to the Select Committee's areas of responsibility)
- Good chairing skills
- Ability to inspire and enthuse committee members for the work of the Select Committee
- Ability to plan and manage work programmes
- Ability to work constructively with officers, councillors and partners
- Ability to build effective relationships with other parts of the political management structure e.g. Mayor & Cabinet
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Advanced listening and questioning skills
- Good presentation skills.
- Good public speaking skills
- Advanced influencing, persuading and negotiation skills
- Good managing conflict and mediation skills
- Commitment to personal development in the role and to the ongoing development of others

Learning Requirements/Training Provided

- Chairing Skills training (delivered by an external trainer)
- Regular training and briefings relating to new developments in the Select Committee's areas of responsibility

SELECT COMMITTEE MEMBER
ROLE DESCRIPTION
Purpose
Members of the Select Committee support the Chair and Vice Chair in ensuring that the committee achieves effective scrutiny within its terms of reference.
Duties & Responsibilities
<p><u>Understanding the nature of the Select Committee</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Select Committee and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Making reports and recommendations following scrutiny of the: <ul style="list-style-type: none"> - Performance of the Executive, other committees and Council officers - Actions and decisions taken by the Executive, other committees and Council officers (including questioning members of the Executive/appropriate committees/Executive Directors personally) - Actions and decisions taken by other public bodies in the borough (including inviting them to make reports to and/or attend the committee and answer questions) - Matters affecting the area or its residents ○ Receiving petitions, deputations and representations from local people and other stakeholders about areas of concern and referring them to the Executive, appropriate committee or officer for action (with a recommendation or report if the committee considers that necessary) ○ Seeking the views of Local Assemblies, the Positive Ageing Council and the Young Mayor and their advisors on matters relating to the committee's terms of reference ○ Considering matters referred to the committee in accordance with the Council's Petition Scheme ○ Considering any referral referred to committee by a member under the Councillor Call for Action process ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Select Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements <p>Specific terms of reference for each Select Committee can be found in Article 6 of the Council's Constitution.</p>
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Select Committee meetings (approximately 5 meetings per year for each committee x 2 hours duration)

- Preparing for Select Committee meetings, including reading papers and identifying questions/key lines of enquiry (approximately 2.5 hours per meeting)

Parent governors and diocesan representatives who sit on the Children & Young People Select Committee are entitled to a special responsibility allowance of £600 per year.

Key Officer Contacts

- Overview & Scrutiny/Member Development Manager
- Senior officers within the Select Committee's areas of responsibility

PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, members of the Select Committee should have:

Knowledge

- Knowledge of the role and functions of local government scrutiny, including relevant legislation, local policies and good practice
- Understanding of the role and functions of the services falling within the Select Committee's terms of reference
- Knowledge of local, regional and national issues and challenges relevant to the Select Committee
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Ability to work with the Chair of the Committee and the Chair of the Overview & Scrutiny Committee as a team
- Ability to work constructively with officers, councillors and partners
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Listening and questioning skills
- Public speaking skills
- Commitment to personal development in the role

Learning Requirements/Training Provided

- Regular training and briefings relating to new developments in the Select Committee's areas of responsibility

CHAIR/VICE CHAIR – TASK & FINISH GROUP
ROLE DESCRIPTION
Purpose
<p>Task & Finish Groups operate as a flexible resource for the delivery of in-depth reviews, which focus on identified issues of concern in order to support policy development. They are established by the Overview & Scrutiny Committee (if set criteria are met).</p> <p>Up to three Task & Finish Groups will operate each year, consisting of up to five members, plus two diocesan representatives and three parent governors if the group is focused on education-related issues. Membership, which is subject to political proportionality rules, will be discussed in political group/s and formally agreed by the Overview & Scrutiny Committee.</p> <p>NOTE: This role profile is likely to require a further update once Task & Finish Groups are established.</p>
Duties & Responsibilities
<p><u>Providing leadership and direction to the Task & Finish Group</u></p> <ul style="list-style-type: none"> ▪ To have a clear understanding about the role and focus of the group (and ensure this is communicated effectively to all members) ▪ To plan and set agendas, with the support of the Scrutiny Manager, containing clear objectives and outcomes for each meeting, ensuring that all necessary preparation is done beforehand ▪ To chair the Task & Finish Group in a confident and effective manner, ensuring that meeting objectives are met and all procedural requirements are adhered to ▪ To guide the Task & Finish Group to reach informed and balanced decisions, which are in accordance with legal, constitutional and policy requirements ▪ To ensure all members of the Task & Finish Group are able to participate effectively ▪ To ensure that members of the public have an opportunity to contribute as appropriate <p><u>Managing the work of the Task & Finish Group</u></p> <ul style="list-style-type: none"> ▪ To report on progress as appropriate to Business Panel, the Overview & Scrutiny Committee and other committees of the Council as appropriate
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Task & Finish Group meetings (at least two formal meetings, plus any meetings required as part of the evidence gathering process)
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Overview & Scrutiny/Member Development Manager ▪ Senior officers within the Task & Finish Group's areas of responsibility
PERSON SPECIFICATION
Essential Knowledge/Skills

In addition to the key skills for all councillors, the Chair/Vice Chair of the Task & Finish Group should have:

Knowledge

- Understanding of the role of Chair, including the application of meeting protocols, codes of conduct, standing orders and other constitutional requirements, supported by the Scrutiny Manager and/or Principal Lawyer
- Knowledge of the role and functions of local government scrutiny, including relevant legislation, local policies and good practice
- Understanding of the role and functions of the services falling within the Task & Finish Group's terms of reference
- Knowledge of local, regional and national issues and challenges relevant to the Task & Finish Group
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Leadership skills (in relation to the Task & Finish Group's areas of responsibility)
- Good chairing skills
- Ability to inspire and enthuse committee members for the work of the Task & Finish Group
- Ability to plan and manage work programmes
- Ability to work constructively with officers, councillors and partners
- Ability to build effective relationships with other parts of the political management structure e.g. Mayor & Cabinet
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Advanced listening and questioning skills
- Good presentation skills.
- Good public speaking skills
- Advanced influencing, persuading and negotiation skills
- Good managing conflict and mediation skills
- Commitment to personal development in the role and to the ongoing development of others

Learning Requirements/Training Provided

- Chairing Skills training (delivered by an external trainer)
- General scrutiny skills training

TASK & FINISH GROUP MEMBER
ROLE DESCRIPTION
Purpose
<p>Members of the Task & Finish Group support the Chair and Vice Chair in ensuring that the group achieves effective scrutiny within its terms of reference.</p> <p>NOTE: This role profile is likely to require a further update once Task & Finish Groups are established.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the Task & Finish Group</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Task & Finish Group and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Carrying out research and working collaboratively in support of policy development, including liaising with other local, regional and national organisations ○ Engaging local residents and service users to: <ul style="list-style-type: none"> - Provide evidence to the group and assist in the analysis of policy options available to the Council - Promote closer links between Overview & Scrutiny members and the local community - Foster an enhanced community representative role for Overview & Scrutiny members ○ Producing a final report for Mayor & Cabinet (and/or the relevant external organisation) ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the group ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the group <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Task & Finish Group ▪ To make informed and balanced decisions, within the terms of reference of the group, which are in accordance with legal, constitutional and policy requirements
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Task & Finish Group meetings (at least two formal meetings, plus any meetings required as part of the evidence gathering process)
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Overview & Scrutiny/Member Development Manager ▪ Senior officers within the Task & Finish Group's areas of responsibility
PERSON SPECIFICATION
Essential Knowledge/Skills

In addition to the key skills for all councillors, members of the Task & Finish Group should have:

- Knowledge of the role and functions of local government scrutiny, including relevant legislation, local policies and good practice
- Understanding of the role and functions of the services falling within the Task & Finish Group's terms of reference
- Knowledge of local, regional and national issues and challenges relevant to the Task & Finish Group
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Ability to work with the Chair of the Task & Finish Group as a team
- Ability to work constructively with officers, councillors and partners
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Listening and questioning skills
- Public speaking skills
- Commitment to personal development in the role

Learning Requirements/Training Provided

- General scrutiny skills training

CHAIR/VICE CHAIR – PLANNING/STRATEGIC PLANNING COMMITTEE
ROLE DESCRIPTION
<p>Purpose</p> <p>The three Planning Committees (A, B and C) are responsible for all non-executive decisions relating to planning and development control under the Town & Country Planning Act 1990, the Building Act 1984 and all other relevant legislation. Each committee consists of ten councillors (including no more than one member from each ward).</p> <p>The Strategic Planning Committee consists of the chairs of each Planning Committee, five other members and two members of the Executive. Any non-executive decisions relating to planning and development control may be considered by this committee if deemed appropriate – in practice, this usually involves:</p> <ul style="list-style-type: none"> ▪ Decisions which relate to a development/matter of strategic importance which will have a significant impact on the borough ▪ Applications where legal proceedings are in existence or in contemplation ▪ Applications where three or more members of the Planning Committees A, B and C are disqualified from participating in the decision <p>NOTE: This role profile may need to be updated once the Local Democracy Review’s recommendations relating to Planning & Licensing are implemented.</p>
Duties & Responsibilities
<p><u>Providing leadership and direction to the Planning/Strategic Planning Committee</u></p> <ul style="list-style-type: none"> ▪ To have a clear understanding about the role and functions of the committee (as outlined in its terms of reference) and ensure this is communicated effectively to all members ▪ To ensure all members are aware of the quasi-judicial nature of Planning/Strategic Planning Committee decision-making (and fully understand the implications) ▪ To plan and set containing clear objectives and outcomes for each meeting, ensuring that all necessary preparation is done beforehand ▪ To chair the committee in a confident and effective manner, ensuring that meeting objectives are met and all procedural requirements are adhered to ▪ To guide the committee to reach informed and balanced decisions (receiving and responding to professional advice in the conduct of meetings and individual cases/applications before the committee) ▪ To ensure all members of the committee are able to participate effectively in meetings ▪ To ensure that members of the public (specifically applicants and objectors) have an opportunity to contribute to meetings as appropriate, ensuring the transparency of the regulatory process <p><u>Managing the work programme of the Planning/Strategic Planning Committee</u></p> <ul style="list-style-type: none"> ▪ To develop a balanced work programme for the committee, ensuring its functions are fulfilled effectively ▪ To report on progress against the work programme to Full Council, Mayor & Cabinet and other bodies as appropriate

- To liaise with the Overview and Scrutiny/Member Development Manager to ensure that all members of the Planning and Strategic Planning Committees have access to appropriate training and development for their role

Promoting the role of the Planning/Strategic Planning Committee

- To promote the role of the committee within the Council, liaising with councillors and officers in the areas relevant to its work

The Vice Chair is responsible for assisting and working with the Chair in achieving the aims and objectives of the committee, deputising for the Chair as required and carrying out other such duties as delegated by the Chair.

Time Requirements

- Attending Planning Committee meetings (approximately 8 meetings per year for each committee x minimum 2.5 hours duration) and/or Strategic Planning Committee meetings (approximately 7 meetings per year x minimum 2.5 hours duration)
- Preparing for meetings, including reviewing applications and identifying questions/key lines of enquiry (minimum of 2.5 hours per meeting)
- Attending adhoc visits and pre-application meetings, particularly for Strategic Planning Committee members

Key Officer Contacts

- Director of Planning and service managers (Spatial Policy Manager, Development Manager and Business Improvement Stakeholder Manager)
- Planning Officers

A special responsibility allowance of £6,130 per year (x 3) is attached to the role of Chair of the Planning Committee (£9,195 per year for the role of Chair of the Strategic Planning Committee).

PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, the Chair/Vice Chair of the Planning/Strategic Planning Committee should have:

Knowledge

- Detailed understanding of the role of Chair of the Planning/Strategic Planning Committee, including the application of meeting protocols, codes of conduct, standing orders and other constitutional requirements
- Detailed knowledge of the role and functions of the Planning/Strategic Planning Committee
- Detailed knowledge of relevant legislation and local policies
- Detailed knowledge of local, regional and national issues and challenges relevant to the Planning/Strategic Planning Committee
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Leadership skills in relation to the Planning/Strategic Planning Committee's areas of responsibility
- Advanced chairing skills
- Ability to inspire and enthuse committee members for the work of the Planning/Strategic Planning Committee
- Ability to plan and manage work programmes
- Ability to work constructively with officers, councillors and partners
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Mayor & Cabinet and Overview & Scrutiny
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Advanced listening and questioning skills
- Good presentation skills.
- Good public speaking skills
- Advanced influencing, persuading and negotiation skills
- Good managing conflict and mediation skills
- Commitment to personal development in the role and to the ongoing development of others

Learning Requirements/Training Provided

- Charing Skills training (delivered by an external trainer)
- Planning Committee Chairs/Vice Chairs training

PLANNING/STRATEGIC PLANNING COMMITTEE MEMBER
ROLE DESCRIPTION
Purpose
<p>Members of the Planning/Strategic Planning Committee support the Chair and Vice Chair in ensuring the committee achieves its terms of reference.</p> <p>NOTE: This role profile may need to be updated once the Local Democracy Review's recommendations relating to Planning & Licensing are implemented.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the Planning/Strategic Planning Committee</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Planning/Strategic Planning Committee and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Determining applications for planning permission, advertisement consent, listed building and conservation area consents, certificates of lawfulness or lawful development, works to trees, hazardous substances and building control approval ○ Issuing enforcement notices, stop notices and listed building enforcement notices ○ Taking action in relation to unauthorised advertisements ○ Issuing notices in relation to untidy land ○ Issuing notices and orders in relation to building control ○ Exercising the Council's powers in relation to listed buildings ○ Commenting on draft planning briefs and plans to the development of land prepared by the Executive ○ Entering into agreements to regulate the development or use of land ○ Carrying out any other regulatory enforcement functions contained with town and country planning or building control legislation ○ Creating, diverting and stopping up highways, footpaths and bridleways ○ Removal of nuisance deposits on the highway ○ Authorising the relevant Director to take appropriate legal action which relates to any functions of the committee ▪ To be aware of the quasi-judicial nature of Planning/Strategic Planning Committee decision-making ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and individual cases/applications before the committee <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Planning/Strategic Planning Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Planning Committee meetings (approximately 8 meetings per year for each committee x minimum 2.5 hours duration) and/or Strategic Planning

<p>Committee meetings (approximately 7 meetings per year x minimum 2.5 hours duration)</p> <ul style="list-style-type: none"> ▪ Preparing for meetings, including reviewing applications and identifying questions/key lines of enquiry (minimum of 2.5 hours per meeting) ▪ Attending adhoc visits and pre-application meetings, particularly for Strategic Planning Committee members
<p>Key Officer Contacts</p>
<ul style="list-style-type: none"> ▪ Director of Planning and service managers (Spatial Policy Manager, Development Manager and Business Improvement Stakeholder Manager) ▪ Planning Officers
<p>PERSON SPECIFICATION</p>
<p>Essential Knowledge/Skills</p>
<p>In addition to the key skills for all councillors, members of the Planning/Strategic Planning Committee should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> ▪ Knowledge of the role and functions of the Planning/Strategic Planning Committee ▪ Knowledge of relevant legislation and local policies ▪ Knowledge of local, regional and national issues and challenges relevant to the Planning/Strategic Planning Committee ▪ Understanding of the principles and importance of making sound, evidenced-based decisions ▪ Awareness of and a commitment to the principles of equality and diversity <p><u>Skills</u></p> <ul style="list-style-type: none"> ▪ Ability to work with the Chair of the Planning/Strategic Planning Committee as a team ▪ Ability to work constructively with officers, councillors and partners ▪ Ability to assimilate and analyse complex information ▪ Ability to set aside own views and act impartially ▪ Listening and questioning skills ▪ Public speaking skills ▪ Commitment to personal development in the role
<p>Learning Requirements/Training Provided</p>
<ul style="list-style-type: none"> ▪ Planning Committee training (mandatory)

CHAIR/VICE CHAIR – LICENSING COMMITTEE
ROLE DESCRIPTION
Purpose
<p>The Licensing Act 2003 created Licensing Authorities (e.g. local authorities) who are responsible for issuing and reviewing licences. Each Licensing Authority is required to establish a Licensing Committee to carry out their responsibilities as set out in the Licensing Act 2003, the Gambling Act 2005 and a range of other legislation. The Council's Licensing Committee consists of ten councillors, with up to five sub-committees, each consisting of three members of the main committee.</p> <p>NOTE: This role profile may need to be updated once the Local Democracy Review's recommendations relating to Planning & Licensing are implemented.</p>
Duties & Responsibilities
<p><u>Providing leadership and direction to the Licensing Committee</u></p> <ul style="list-style-type: none"> ▪ To have a clear understanding about the role and functions of the committee (as outlined in its terms of reference) and ensure this is communicated effectively to all members ▪ To plan and set containing clear objectives and outcomes for each meeting, ensuring that all necessary preparation is done beforehand ▪ To chair the committee in a confident and effective manner, ensuring that meeting objectives are met and all procedural requirements are adhered to ▪ To guide the committee to reach informed and balanced decisions (receiving and responding to professional advice in the conduct of meetings and issues before the committee) ▪ To ensure all members of the committee are able to participate effectively in meetings ▪ To ensure that members of the public (specifically applicants and objectors) have an opportunity to contribute to meetings as appropriate, ensuring the transparency of the regulatory process <p><u>Managing the work programme of the Licensing Committee</u></p> <ul style="list-style-type: none"> ▪ To develop a balanced work programme for the committee, ensuring its functions are fulfilled effectively ▪ To report on progress against the work programme to Full Council, Mayor & Cabinet and other bodies as appropriate ▪ To liaise with the Overview and Scrutiny/Member Development Manager to ensure that all members of the Licensing Committee have access to appropriate training and development for their role <p><u>Promoting the role of the Licensing Committee</u></p> <ul style="list-style-type: none"> ▪ To promote the role of the committee within the Council, liaising with councillors and officers in the areas relevant to its work <p>The Vice Chair is responsible for assisting and working with the Chair in achieving the aims and objectives of the committee, deputising for the Chair as required and carrying out other such duties as delegated by the Chair.</p>
Time Requirements

- Attending Licensing Committee meetings (approximately 12 meetings per year x maximum 2 hours duration)
- Preparing for meetings, including reviewing applications and identifying questions/key lines of enquiry (2 hours per meeting)
- Attending adhoc visits and occasional pre-application meetings (as necessary)

A special responsibility allowance of £6,130 per year is attached to the role of Chair of the Licensing Committee.

Key Officer Contacts

- Director of Communities, Partnerships & Leisure
- Service Manager – Crime, Enforcement & Regulation
- Licensing Officers

PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, the Chair/Vice Chair of the Licensing Committee should have:

Knowledge

- Detailed understanding of the role of Chair of the Licensing Committee, including the application of meeting protocols, codes of conduct, standing orders and other constitutional requirements
- Detailed knowledge of the role and functions of the Licensing Committee
- Detailed knowledge of relevant legislation (e.g. Licensing Act 2003, Gambling Act 2005, Animal Welfare Regulations 2018, Local Government (Miscellaneous Provisions) Act 1982, Scrap Metal Act 2013, Marriages Act 1953, various London Local Authorities Acts) and local policies (e.g. Lewisham's Statement of Licensing Policy and Statement of Gambling Policy)
- Detailed knowledge of local, regional and national issues and challenges relevant to the Licensing Committee
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Leadership skills in relation to the Licensing Committee's areas of responsibility
- Advanced chairing skills
- Ability to inspire and enthuse committee members for the work of the Licensing Committee
- Ability to plan and manage work programmes
- Ability to work constructively with officers, councillors and partners
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Mayor & Cabinet and Overview & Scrutiny
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Advanced listening and questioning skills
- Good presentation skills.
- Good public speaking skills
- Advanced influencing, persuading and negotiation skills

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| <ul style="list-style-type: none">▪ Good managing conflict and mediation skills▪ Commitment to personal development in the role and to the ongoing development of others |
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Learning Requirements/Training Provided
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| <ul style="list-style-type: none">▪ Charing Skills training (delivered by an external trainer)▪ Licensing Committee training (mandatory)▪ Training on general Licensing Committee duties (currently delivered by officers) |
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DRAFT

LICENSING COMMITTEE MEMBER
ROLE DESCRIPTION
Purpose
<p>Members of the Licensing Committee support the Chair and Vice Chair in ensuring the committee achieves its terms of reference.</p> <p>NOTE: This role profile may need to be updated once the Local Democracy Review’s recommendations relating to Planning & Licensing are implemented.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the Licensing Committee</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Licensing Committee and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Agreeing policies and procedures for the implementation of the Licensing Act 2003 and the Gambling Act 2005 ○ Agreeing the published statement required by the Licensing Act 2003 and the Gambling Act 2005 ○ Maintaining and reviewing the operation of all licensing policies, including those required by the Licensing Act 2003 and the Gambling Act 2005 ○ Appointing sub-committees to determine applications for licences or registration where the application could not or should not be dealt with by officers under delegated powers ○ Delegating functions to its sub-committees and to officers as allowed by the Licensing Act 2003, the Gambling Act 2005 and other legislation ○ Determining applications for licences or registration where the application is not delegated to either a sub-committee or an officer ○ Determining applications for licences or registration in relation to other legislation, including animal licensing (e.g. animal boarding establishments, pet shops), licensing of sex establishments, licences for scrap metal dealers, approval of premises for marriages and civil partnerships and licences for markets, street trading and forecourts trading) <ul style="list-style-type: none"> ○ Agreeing schemes of fees and charges for licences, as appropriate ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Licensing Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Licensing Committee meetings (approximately 12 meetings per year x maximum 2 hours duration)

<ul style="list-style-type: none"> ▪ Preparing for meetings, including reviewing applications and identifying questions/key lines of enquiry (2 hours per meeting) ▪ Attending adhoc visits and occasional pre-application meetings (as necessary)
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Director of Communities, Partnerships & Leisure ▪ Service Manager – Crime, Enforcement & Regulation ▪ Licensing Officers
PERSON SPECIFICATION
Essential Knowledge/Skills
<p>In addition to the key skills for all councillors, members of the Licensing Committee should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> ▪ Knowledge of the role and functions of the Licensing Committee (as set out in its terms of reference) ▪ Knowledge of relevant legislation (e.g. Licensing Act 2003, Gambling Act 2005, Animal Welfare Regulations 2018, Local Government (Miscellaneous Provisions) Act 1982, Scrap Metal Act 2013, Marriages Act 1953, various London Local Authorities Acts) and local policies (e.g. Lewisham’s Statement of Licensing Policy and Statement of Gambling Policy) ▪ Knowledge of local, regional and national issues and challenges relevant to the Licensing Committee ▪ Understanding of the principles and importance of making sound, evidenced-based decisions ▪ Awareness of and a commitment to the principles of equality and diversity <p><u>Skills</u></p> <ul style="list-style-type: none"> ▪ Ability to work with the Chair of the Licensing Committee as a team ▪ Ability to work constructively with officers, councillors and partners ▪ Ability to assimilate and analyse complex information ▪ Ability to set aside own views and act impartially ▪ Listening and questioning skills ▪ Public speaking skills ▪ Commitment to personal development in the role
Learning Requirements/Training Provided
<ul style="list-style-type: none"> ▪ Licensing Committee training (mandatory) ▪ Training on general Licensing Committee duties (currently delivered by officers)

CHAIR/VICE CHAIR – AUDIT PANEL
ROLE DESCRIPTION
Purpose
<p>The Audit Panel considers reports for internal audit, external audit, fraud risk management and governance, including the Annual Governance Statement and the Annual Statement of Accounts. It consists of six non-executive councillors, one of whom acts as chair, and up to four independent co-opted members.</p> <p>NOTE: The structure and responsibilities of the Audit Panel are currently under review (in order to ensure they reflect current CIPFA/LGA best practice) and this role profile will be updated once the review is complete.</p>
Duties & Responsibilities
<p><u>Providing leadership and direction to the Audit Panel</u></p> <ul style="list-style-type: none"> ▪ To have a clear understanding about the role and functions of the committee (as outlined in its terms of reference) and ensure this is communicated effectively to all members ▪ To plan and set containing clear objectives and outcomes for each meeting, ensuring that all necessary preparation is done beforehand ▪ To chair the panel in a confident and effective manner, ensuring that meeting objectives are met and all procedural requirements are adhered to ▪ To guide the panel to reach informed and balanced decisions, which are in accordance with legal, constitutional and policy requirements ▪ To ensure all members of the panel are able to participate effectively in meetings ▪ To ensure that members of the public have an opportunity to contribute to meetings as appropriate <p><u>Managing the work programme of the Audit Panel</u></p> <ul style="list-style-type: none"> ▪ To develop a balanced work programme for the panel, ensuring its functions are fulfilled effectively ▪ To report on progress against the work programme to Full Council, Mayor & Cabinet and other bodies as appropriate ▪ To liaise with the Overview and Scrutiny/Member Development Manager to ensure that all members of the Audit Panel have access to appropriate training and development for their role <p><u>Promoting the role of the Audit Panel</u></p> <ul style="list-style-type: none"> ▪ To promote the role of the panel within the Council, liaising with councillors and officers in the areas relevant to its work <p>The Vice Chair is responsible for assisting and working with the Chair in achieving the aims and objectives of the committee, panel or working group, deputising for the Chair as required and carrying out other such duties as delegated by the Chair.</p>
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Audit Panel meetings (approximately 2 hours per meeting) ▪ Attending pre-meets, such as agenda-planning and/or Chair’s briefings (1 hour per meeting, as required)

<ul style="list-style-type: none"> ▪ Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (minimum of 1.5 hours per meeting) ▪ Private meetings with the Council's external auditors (2 meetings per year)
<p>Key Officer Contacts</p>
<ul style="list-style-type: none"> ▪ Director of Corporate Services ▪ Director of Financial Services ▪ Internal Audit Manager
<p>PERSON SPECIFICATION</p>
<p>Essential Knowledge/Skills</p>
<p>In addition to the key skills for all councillors, the Chair and Vice Chair of the Audit Panel should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> ▪ Detailed understanding of the role of Chair, including the application of meeting protocols, codes of conduct, standing orders and other constitutional requirements ▪ Detailed knowledge of the role and functions of the panel ▪ Detailed knowledge of relevant legislation and local policies ▪ Detailed knowledge of local, regional and national issues and challenges relevant to the panel ▪ Understanding of the principles and importance of making sound, evidenced-based decisions ▪ Awareness of and a commitment to the principles of equality and diversity <p><u>Skills</u></p> <ul style="list-style-type: none"> ▪ Leadership skills in relation to the panel's areas of responsibility ▪ Advanced chairing skills ▪ Ability to inspire and enthuse committee members for the work of the committee, panel or working group ▪ Ability to plan and manage work programmes ▪ Ability to work constructively with officers, councillors and partners ▪ Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Mayor & Cabinet and Overview & Scrutiny ▪ Ability to assimilate and analyse complex information ▪ Ability to set aside own views and act impartially ▪ Advanced listening and questioning skills ▪ Good presentation skills. ▪ Good public speaking skills ▪ Advanced influencing, persuading and negotiation skills ▪ Good managing conflict and mediation skills ▪ Commitment to personal development in the role and to the ongoing development of others
<p>Learning Requirements/Training Provided</p>
<ul style="list-style-type: none"> ▪ Chairing Skills training (delivered by an external trainer) ▪ Audit Panel training (internal) ▪ Research, attending conferences, support from co-opted members (as required)

AUDIT PANEL MEMBER
ROLE DESCRIPTION
Purpose
<p>Members of the Audit Panel support the Chair and Vice Chair in ensuring the committee achieves its terms of reference.</p> <p>NOTE: The structure and responsibilities of the Audit Panel are currently under review (in order to ensure they reflect current CIPFA/LGA best practice) and this role profile will be updated once the review is complete.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Audit Panel and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Reviewing and approving the Council's Internal Audit strategy, plans and resources ○ Receiving Internal Audit progress reports on a quarterly basis, which summarise the audit reports issued in that period and the performance of the Internal Audit function ○ Receiving the annual report of the Council's Director of Corporate Services and Inspection Agencies ○ Receiving reports from Internal Audit on the implementation of agreed recommendations where management have failed to undertake the necessary actions within the planned audit time frame ○ Receiving the external auditor's Annual Plan, relevant reports, and reports to those charged with governance ○ Receiving the external inspection reports and specific reports as agreed with the external auditor ○ Monitoring of the effectiveness of the Council's risk management arrangements (including the Council's corporate risk register), the control environment and associated anti-fraud and anti-corruption arrangements ○ Maintaining an overview of the Council's Constitution in respect of audit procedure rules, contract procedure rules, and financial regulations. ○ Reviewing the Council's assurance arrangements, including the Statement of Internal Control ○ Reviewing the Council's Annual Statement of Accounts, to consider whether appropriate accounting policies have been followed and whether there are any concerns arising from the financial statements or from the audit that need to be brought to the attention of the Executive ○ Reviewing the external auditor's opinion and reports to members and monitoring management action in response to issues raised by external audit ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the panel ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the panel <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Audit Panel

<ul style="list-style-type: none"> ▪ To make informed and balanced decisions, within the terms of reference of the panel, which are in accordance with legal, constitutional and policy requirements
<p>Time Requirements</p>
<ul style="list-style-type: none"> ▪ Attending Audit Panel meetings (approximately 2 hours per meeting) ▪ Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (minimum of 1.5 hours per meeting) ▪ Private meetings with the Council's external auditors (2 meetings per year) <p>Co-optees on the Audit Panel are entitled to a special responsibility allowance of £600 per year.</p>
<p>Key Officer Contacts</p>
<ul style="list-style-type: none"> ▪ Director of Corporate Services ▪ Director of Financial Services ▪ Internal Audit Manager
<p>PERSON SPECIFICATION</p>
<p>Essential Knowledge/Skills</p>
<p>In addition to the key skills for all councillors, members of the Audit Panel should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> ▪ Knowledge of the role and functions of the Audit Panel ▪ Knowledge of relevant legislation and local policies ▪ Knowledge of local, regional and national issues and challenges relevant to the Audit Panel ▪ Understanding of the principles and importance of making sound, evidenced-based decisions ▪ Awareness of and a commitment to the principles of equality and diversity <p><u>Skills</u></p> <ul style="list-style-type: none"> ▪ Ability to work with the Chair of the Audit Panel as a team ▪ Ability to work constructively with officers, councillors and partners ▪ Ability to assimilate and analyse complex information ▪ Ability to set aside own views and act impartially ▪ Listening and questioning skills ▪ Public speaking skills ▪ Commitment to personal development in the role
<p>Learning Requirements/Training Provided</p>
<ul style="list-style-type: none"> ▪ Audit Panel training (internal) ▪ Research, attending conferences, support from co-opted members (as required)

CHAIR/VICE CHAIR – PENSIONS INVESTMENT COMMITTEE

ROLE DESCRIPTION

Purpose

The Pensions Investment Committee exercises all functions of the Council in relation to local government pensions (as set out in the Superannuation Act 1972 and all other relevant legislation). The committee consists of eight councillors.

NOTE: The structure of the Pensions Investment Panel is currently under review (in order to ensure they reflect current CIPFA/LGA best practice) and this role profile will be updated once the review is complete.

Duties & Responsibilities

Providing leadership and direction to the Pensions Investment Committee

- To have a clear understanding about the role and functions of the committee (as outlined in its terms of reference) and ensure this is communicated effectively to all members
- To plan and set containing clear objectives and outcomes for each meeting, ensuring that all necessary preparation is done beforehand
- To chair the committee in a confident and effective manner, ensuring that meeting objectives are met and all procedural requirements are adhered to
- To guide the committee to reach informed and balanced decisions, which are in accordance with legal, constitutional and policy requirements
- To ensure all members of the committee are able to participate effectively in meetings
- To ensure that members of the public have an opportunity to contribute to meetings as appropriate

Managing the work programme of the Pensions Investment Committee

- To develop a balanced work programme for the committee, ensuring its functions are fulfilled effectively
- To attend briefings from the Fund's managers which are relevant to the strategic objectives of the committee
- To liaise with the Fund's advisors and revise the format and direction of their reports to the committee
- To attend additional meetings (daytime and evening) in post-Triennial Evaluation Years in order to evaluate, research and procure new mandates in various asset classes as a means of 're-balancing' the fund (assisted by the Fund's advisors)
- To report on progress against the work programme to Full Council, Mayor & Cabinet and other bodies as appropriate
- To liaise with the Overview and Scrutiny/Member Development Manager to ensure that all members of the Pensions Investment Committee have access to appropriate training and development for their role

Promoting the role of the Pensions Investment Committee

- To liaise with the Fund's officers and advisors on a regular basis (outside of formal committee meetings)
- To liaise with the chairs of other London Pensions Investment Committees, both formally and informally

- To communicate regularly with London Pension Collective Investment Vehicle (CIV) officers, including organising and/or attending CIV meetings as required
- To communicate regularly with a range of stakeholders (including members and activists) in regards to the work of the Pensions Investment Committee
- To attend Local Authority Pension Fund Forum (LAPFF) meetings as required

The Vice Chair is responsible for assisting and working with the Chair in achieving the aims and objectives of the committee, deputising for the Chair as required and carrying out other such duties as delegated by the Chair.

Time Requirements

- Attending Pensions Investment Committee meetings (approximately 2 hours per meeting)
- Attending pre-meets, such as agenda-planning and/or Chair's briefings (1 hour per meeting, as required)
- Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (minimum of 1.5 hours per meeting)

The above responsibilities equate to a time commitment of at least six hours per month.

Key Officer Contacts

- Director of Corporate Services
- Head of Payroll & Pensions

PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, the Chair and Vice Chair of the Pensions Investment Committee should have:

Knowledge

- Detailed understanding of the role of Chair, including the application of meeting protocols, codes of conduct, standing orders and other constitutional requirements
- Detailed knowledge of the role and functions of the committee
- Detailed knowledge of relevant legislation (e.g. Superannuation Act 1972) and local policies (e.g. the fiduciary duties and responsibilities of the committee)
- Detailed knowledge of local, regional and national issues and challenges relevant to the committee (including the introduction of Pooling and Climate Change/Fossil Fuels divestment pressures)
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Leadership skills in relation to the committee's areas of responsibility
- 'Ambassadorial' skills (to be able to represent the Council both internally and externally, particularly at the local, regional and national level)
- Advanced chairing skills
- Ability to inspire and enthuse committee members for the work of the committee
- Ability to plan and manage work programmes
- Ability to work constructively with officers, councillors and partners

- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Mayor & Cabinet and Overview & Scrutiny
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Advanced listening and questioning skills
- Good presentation skills.
- Good public speaking skills
- Advanced influencing, persuading and negotiation skills
- Good managing conflict and mediation skills
- Commitment to personal development in the role and to the ongoing development of others

Learning Requirements/Training Provided

- Pensions Investment Committee training (internal)
- Ongoing training in line with the expectations set out in the Pension Regulations (approximately 2 half-day sessions per year, plus reading and general research)
- Attending conferences on good practice (e.g. SPS conferences)

PENSIONS INVESTMENT COMMITTEE MEMBER
ROLE DESCRIPTION
Purpose
<p>Members of the Pensions Investment Committee support the Chair and Vice Chair in ensuring the committee achieves its terms of reference.</p> <p>NOTE: The structure of the Pensions Investment Panel is currently under review (in order to ensure they reflect current CIPFA/LGA best practice) and this role profile will be updated once the review is complete.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Pensions Investment Committee and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Reviewing the investment performance of the superannuation fund with fund managers on a quarterly basis ○ Examining the portfolio of investments (and its market value) at the end of each quarter for suitability and diversification ○ Informing the fund managers of the Council's policy regarding investment of its superannuation funds and taking advice on the possible effect on performance resulting from implementing the policy ○ Reviewing the appointment of the fund manager ○ Determining the overall investment strategy and policies of the fund on professional advice ○ Ensuring compliance with the ten Myners principles incorporated in the 'CIPFA Pensions Panel Principles for Investment Decision Making' and all other relevant guidance in relation to the Local Government Pension Scheme issued by CIPFA ○ Attending additional meetings (daytime and evening) in post-Triennial Evaluation Years in order to evaluate, research and procure new mandates in various asset classes as a means of 're-balancing' the fund (assisted by the Fund's advisors) ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to fiduciary duties and responsibilities) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee ▪ To maintain an awareness of the independent Local Pension Board, particularly its role in ensuring the Council complies with all regulations relating to local government pension schemes and that effective governance and administrative processes are in place <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Pensions Investment Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements
Time Requirements

- Attending Pensions Investment Committee meetings (approximately 2 hours per meeting)
- Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (minimum of 1.5 hours per meeting)

Key Officer Contacts

- Director of Corporate Services
- Head of Payroll & Pensions

PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, members of the Pensions Investment Committee should have:

Knowledge

- Knowledge of the role and functions of the Pensions Investment Committee
- Knowledge of relevant legislation (e.g. Superannuation Act 1972) and local policies (e.g. the fiduciary duties and responsibilities of the committee)
- Knowledge of local, regional and national issues and challenges relevant to the committee (including the introduction of Pooling and Climate Change/Fossil Fuels divestment pressures)
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Ability to work with the Chair of the Pensions Investment Committee as a team
- Ability to work constructively with officers, councillors and partners
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Listening and questioning skills
- Public speaking skills
- Commitment to personal development in the role

Learning Requirements/Training Provided

- Pensions Investment Committee training (internal)
- Ongoing training in line with the expectations set out in the Pension Regulations (approximately 2 half-day sessions per year, plus reading and general research)
- Attending conferences on good practice (e.g. SPS conferences)

CHAIR/VICE CHAIR – OTHER COMMITTEE/PANEL/WORKING GROUP
ROLE DESCRIPTION
Purpose
<p>Chairs and Vice Chairs provide leadership and direction to the relevant committee, panel or working group, ensuring that its terms of reference are achieved and adequate resources are in place.</p> <p>This role profile covers the following committees, panels and working groups:</p> <ul style="list-style-type: none"> ▪ Appointments Committee ▪ Constitution Working Party ▪ Council Urgency Committee ▪ Elections Committee ▪ Health & Safety Committee ▪ Public Transport Liaison Committee ▪ Standards Committee
Duties & Responsibilities
<p><u>Providing leadership and direction to the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To have a clear understanding about the role and functions of the committee (as outlined in its terms of reference) and ensure this is communicated effectively to all members ▪ To plan and set containing clear objectives and outcomes for each meeting, ensuring that all necessary preparation is done beforehand ▪ To chair the committee, panel or working group in a confident and effective manner, ensuring that meeting objectives are met and all procedural requirements are adhered to ▪ To guide the committee, panel or working group to reach informed and balanced decisions, which are in accordance with legal, constitutional and policy requirements ▪ To ensure all members of the committee, panel or working group are able to participate effectively in meetings ▪ To ensure that members of the public have an opportunity to contribute to meetings as appropriate <p><u>Managing the work programme of the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To develop a balanced work programme for the committee, panel or working group, ensuring its functions are fulfilled effectively ▪ To report on progress against the work programme to Full Council, Mayor & Cabinet and other bodies as appropriate ▪ To liaise with the Overview and Scrutiny/Member Development Manager to ensure that all members of the committee, panel or working group have access to appropriate training and development for their role <p><u>Promoting the role of the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To promote the role of the committee, panel or working group within the Council, liaising with councillors and officers in the areas relevant to its work

The Vice Chair is responsible for assisting and working with the Chair in achieving the aims and objectives of the committee, panel or working group, deputising for the Chair as required and carrying out other such duties as delegated by the Chair.

Time Requirements

- Attending committee, panel or working group meetings (maximum of 2 hours per meeting)
- Attending pre-meets, such as agenda-planning and/or Chair's briefings (approximately 1 hour per meeting)
- Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (approximately 2 hours per meeting)

A special responsibility allowance of £1,000 per year is attached to the role of Chair of the Standards Committee.

Key Officer Contacts

- Directors and service managers across the Council (see role profiles for individual committees, panels or working groups)

PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, Chairs and Vice Chairs should have:

Knowledge

- Detailed understanding of the role of Chair, including the application of meeting protocols, codes of conduct, standing orders and other constitutional requirements
- Detailed knowledge of the role and functions of the committee, panel or working group
- Detailed knowledge of relevant legislation and local policies
- Detailed knowledge of local, regional and national issues and challenges relevant to the committee, panel or working group
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Leadership skills (in relation to the committee, panel or working group's areas of responsibility)
- Good chairing skills
- Ability to inspire and enthuse committee members for the work of the committee, panel or working group
- Ability to plan and manage work programmes
- Ability to work constructively with officers, councillors and partners
- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Mayor & Cabinet and Overview & Scrutiny
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Advanced listening and questioning skills
- Good presentation skills.
- Good public speaking skills

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| <ul style="list-style-type: none">▪ Advanced influencing, persuading and negotiation skills▪ Good managing conflict and mediation skills▪ Commitment to personal development in the role and to the ongoing development of others |
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Learning Requirements/Training Provided
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| <ul style="list-style-type: none">▪ Charing Skills training (delivered by an external trainer) |
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APPOINTMENTS COMMITTEE MEMBER
ROLE DESCRIPTION
Purpose
<p>The Appointments Committee is responsible for the appointment of Chief Officers and all matters relating to their employment and conditions of service, including discipline and dismissal. The committee consists of the Chair of Overview & Scrutiny, two Cabinet Members and at least two other councillors.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Appointments Committee and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Recruiting and selecting Chief Officers (excluding the Head of Paid Service) in accordance with regulations relating to such appointments ○ Assisting the Council in the appointment of the Head of Paid Service (by law this appointment is a decision for Full Council) ○ Agreeing the terms and conditions of employment of the Head of Paid Service as well as the monitoring of their performance against targets set by the Mayor ○ In respect of the Chief Executive, Director of Finance and Monitoring Officer, acting as the Standing Investigating and Disciplinary Committee in accordance with the National Joint Committee for Local Authority Chief Executives National Salary Framework and Conditions of Service Handbook, or such other national agreement in place (including considering whether there is a case to answer in respect of any substantive allegation, appointing Independent Investigator(s) where the Committee is satisfied that there is a case to answer, receiving the findings of the Independent Investigator and deciding what action, if any, should be taken as a result) ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Appointments Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Appointments Committee meetings (scheduled as required, approximately 2-3 meetings per year x maximum 2 hours duration) ▪ Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (1 hour per meeting)
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Director of Law, Governance & HR

PERSON SPECIFICATION
Essential Knowledge/Skills
<p>In addition to the key skills for all councillors, members of the Appointments Committee should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none">▪ Knowledge of the role and functions of the Appointments Committee▪ Knowledge of relevant legislation and local policies▪ Knowledge of local, regional and national issues and challenges relevant to the Appointments Committee▪ Understanding of the principles and importance of making sound, evidenced-based decisions▪ Awareness of and a commitment to the principles of equality and diversity <p><u>Skills</u></p> <ul style="list-style-type: none">▪ Ability to work with the Chair of the Appointments Committee as a team▪ Ability to work constructively with officers, councillors and partners▪ Ability to assimilate and analyse complex information▪ Ability to set aside own views and act impartially▪ Listening and questioning skills▪ Public speaking skills▪ Commitment to personal development in the role
Learning Requirements/Training Provided
<ul style="list-style-type: none">▪ See relevant section in the Elected Member role profile

CONSTITUTION WORKING PARTY MEMBER
ROLE DESCRIPTION
Purpose
The Constitution Working Party advises the Council on the operation of its executive arrangements under the Local Government Act 2000 and makes proposals to the Council for any changes to the Council's Constitution it considers necessary.
Duties & Responsibilities
<u>Understanding the nature of the committee, panel or working group</u>
<ul style="list-style-type: none"> ▪ To understand the role of the Constitution Working Party and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Advising the Council on the operation of its executive arrangements under the Local Government Act 2000 ○ Making proposals to the Council for any changes to the Council's Constitution it considers necessary ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the working party ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the working party
<u>Participation in meetings and decision-making</u>
<ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Constitution Working Party ▪ To make informed and balanced decisions, within the terms of reference of the working party, which are in accordance with legal, constitutional and policy requirements
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Constitution Working Party meetings (scheduled as required, approximately 1-2 meetings per year x maximum 2 hours duration) ▪ Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (1 hour per meeting)
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Director of Law, Governance & HR
PERSON SPECIFICATION
Essential Knowledge/Skills
In addition to the key skills for all councillors, members of the Constitution Working Party should have:
<u>Knowledge</u>
<ul style="list-style-type: none"> ▪ Knowledge of the role and functions of the Constitution Working Party ▪ Knowledge of relevant legislation and local policies ▪ Knowledge of local, regional and national issues and challenges relevant to the Constitution Working Party

- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Ability to work with the Chair of the Constitution Working Party as a team
- Ability to work constructively with officers, councillors and partners
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Listening and questioning skills
- Public speaking skills
- Commitment to personal development in the role

Learning Requirements/Training Provided

- See relevant section in the Elected Member role profile

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COUNCIL URGENCY COMMITTEE MEMBER
ROLE DESCRIPTION
Purpose
<p>The Council Urgency Committee is responsible for dealing with matters which are urgent and cannot be delayed until the next Full Council meeting. The committee is established at the Council AGM and consists of the Speaker, the Deputy Mayor, one other Cabinet Member, the Chair of the Overview & Scrutiny Committee and at least two other councillors.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Council Urgency Committee and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Dealing with matters which are urgent and cannot be delayed until the next Full Council meeting ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Council Urgency Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Council Urgency Committee meetings (scheduled as required) ▪ Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (1 hour per meeting)
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Director of Law, Governance & HR
PERSON SPECIFICATION
Essential Knowledge/Skills
<p>In addition to the key skills for all councillors, members of the Council Urgency Committee should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> ▪ Knowledge of the role and functions of the Council Urgency Committee ▪ Knowledge of relevant legislation and local policies ▪ Knowledge of local, regional and national issues and challenges relevant to the Council Urgency Committee

- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Ability to work with the Chair of the Council Urgency Committee as a team
- Ability to work constructively with officers, councillors and partners
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Listening and questioning skills
- Public speaking skills
- Commitment to personal development in the role

Learning Requirements/Training Provided

- See relevant section in the Elected Member role profile

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ELECTIONS COMMITTEE MEMBER
ROLE DESCRIPTION
Purpose
The Elections Committee exercises powers in relation to the holding of elections and the maintenance of the electoral register and advises the Council on electoral matters where the law requires that the decision may only be taken by Full Council.
Duties & Responsibilities
<p><u>Understanding the nature of the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Elections Committee and fulfil its functions effectively by deciding or advising on the: <ul style="list-style-type: none"> ○ Appointment of an electoral registration officer ○ Assignment of officers in relation to requisitions of the registration officer ○ Appointment of a returning officer for local government elections ○ Provision of assistance at European Parliamentary elections ○ Division of constituencies into polling districts ○ Division of electoral divisions into polling districts at local elections ○ Submission of proposals to the Secretary of State for an order under the Representation of the People Act 2000 for a pilot scheme for local elections ○ Appointment of a proper officer for the purposes of giving various notices in relation to elections and referendums (e.g. in relation to the verification number for petitions for a referendum under LGA 2000) ▪ To make submissions to the Boundary Commission for England in relation to the boundaries of the borough or ward boundaries ▪ To conduct reviews of the conduct of elections in the borough ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Elections Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Elections Committee meetings (scheduled as required, approximately 1-2 meetings per year x maximum 2 hours duration) ▪ Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (1 hour per meeting)
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Director of Law, Governance & HR ▪ Electoral Services Manager
PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, members of the Elections Committee should have:

Knowledge

- Knowledge of the role and functions of the Elections Committee
- Knowledge of relevant legislation and local policies
- Knowledge of local, regional and national issues and challenges relevant to the Elections Committee
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Ability to work with the Chair of the Elections Committee as a team
- Ability to work constructively with officers, councillors and partners
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Listening and questioning skills
- Public speaking skills
- Commitment to personal development in the role

Learning Requirements/Training Provided

- See relevant section in the Elected Member role profile

HEALTH & SAFETY COMMITTEE MEMBER
ROLE DESCRIPTION
Purpose
<p>The Health & Safety Committee is responsible for the discharge of functions under relevant statutory provisions within the Health and Safety at Work Act 1974 (to the extent that they are discharged other than in the Council's capacity as employer).</p> <p>NOTE: The structure of the Health & Safety Committee is currently under review and this role profile will be updated once the review is complete.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Health & Safety Committee and discharge all functions under relevant statutory provisions within the Health and Safety at Work Act 1974 ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Health & Safety Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Health & Safety Committee meetings (3 meetings per year x maximum 2 hours duration) ▪ Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (1.5 hours per meeting)
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Director of Regeneration & Place ▪ SGM Estates Compliance & Contracts
PERSON SPECIFICATION
Essential Knowledge/Skills
<p>In addition to the key skills for all councillors, members of the Health & Safety Committee should have:</p> <p><u>Knowledge</u></p> <ul style="list-style-type: none"> ▪ Knowledge of the role and functions of the Health & Safety Committee ▪ Knowledge of relevant legislation and local policies

- Knowledge of local, regional and national issues and challenges relevant to the Health & Safety Committee
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Ability to work with the Chair of the Health & Safety Committee as a team
- Ability to work constructively with officers, councillors and partners
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Listening and questioning skills
- Public speaking skills
- Commitment to personal development in the role

Learning Requirements/Training Provided

- See relevant section in the Elected Member role profile

PUBLIC TRANSPORT LIAISON COMMITTEE MEMBER
ROLE DESCRIPTION
Purpose
<p>The Public Transport Liaison Committee provides councillors and the public with the opportunity to discuss operational issues with public transport providers in Lewisham (including Transport for London, Network Rail, Southeastern and Stagecoach). It is not a decision-making body, but acts as an important channel for consultation to ensure that any concerns can be raised.</p> <p>The committee consists of the Chair and Vice-Chair of Sustainable Development Select Committee and the Cabinet Member (or members) with responsibility for regeneration and transport.</p> <p>NOTE: The duties and responsibilities of the Public Transport Liaison Committee are currently under review and this role profile will be updated once the review is complete.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Public Transport Liaison Committee and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Enabling local users of transport services to raise issues with providers of public transport services ○ Enabling transport providers to supply responses to those issues and further information about services and proposed services to local users ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Public Transport Liaison Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements
Time Requirements
<ul style="list-style-type: none"> ▪ Attending Public Transport Liaison Committee meetings (approximately 3 meetings per year x maximum 2 hours duration) ▪ Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (1 hour per meeting)
Key Officer Contacts
<ul style="list-style-type: none"> ▪ Director of Public Realm ▪ Service Manager – Highways & Transport
PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, members of the Public Transport Liaison Committee should have:

Knowledge

- Knowledge of the role and functions of the Public Transport Liaison Committee
- Knowledge of relevant legislation and local policies
- Knowledge of local, regional and national issues and challenges relevant to the Public Transport Liaison Committee
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Ability to work with the Chair of the Public Transport Liaison Committee as a team
- Ability to work constructively with officers, councillors and partners
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Listening and questioning skills
- Public speaking skills
- Commitment to personal development in the role

Learning Requirements/Training Provided

- See relevant section in the Elected Member role profile

STANDARDS COMMITTEE MEMBER
ROLE DESCRIPTION
Purpose
<p>The Standards Committee is responsible for promoting the highest standards of conduct by all members of the Council and advising on the application of Council's Code of Conduct. The committee consists of ten councillors (including no more than one member of the Executive) and six independent co-opted members.</p>
Duties & Responsibilities
<p><u>Understanding the nature of the committee, panel or working group</u></p> <ul style="list-style-type: none"> ▪ To understand the role of the Standards Committee and fulfil its functions effectively by: <ul style="list-style-type: none"> ○ Promoting the highest standards of behaviour by members of the Council, including the Mayor, councillors, independent members and co-optees ○ Advising the Council on the operation of the Member Code of Conduct and making recommendations for change as appropriate ○ Training all members in the operation of the Member Code of Conduct and ensuring that it is well publicised both within and outside the Council ○ Implementing and maintaining a procedure for dealing with allegations of breach of the Member Code of Conduct ○ Dealing with allegations of breach of the Member Code of Conduct referred to them by the Monitoring Officer and the imposition of sanctions as appropriate in accordance with the law, the Council's Constitution and relevant procedures adopted by the Council ○ Monitoring and reviewing the Council's whistleblowing procedures and cases referred to the whistleblowing officer under it, making recommendations to the Council as appropriate ○ Considering applications for dispensation to allow members to participate in consideration of matters in which they would, but for a dispensation, not be able to participate, in circumstances permitted by law ○ Monitoring and reviewing the Council's Code of Corporate Governance, including an assessment of the degree of compliance, submitting a report in this respect to Full Council on an annual basis ○ Adjudicating on any dispute relating to the payment of Members' Allowances or expenses under the Members' Allowances scheme ○ Reviewing the Council's use of the powers available to it under the Regulation of Investigatory Powers Act 2000 ▪ To develop and maintain sufficient technical, legal and procedural knowledge (particularly in relation to relevant legislation and local policies) to contribute fairly and correctly to the activities of the committee ▪ To be thorough and objective in receiving and responding to professional advice in the conduct of meetings and issues before the committee <p><u>Participation in meetings and decision-making</u></p> <ul style="list-style-type: none"> ▪ To participate effectively in meetings of the Standards Committee ▪ To make informed and balanced decisions, within the terms of reference of the committee, which are in accordance with legal, constitutional and policy requirements
Time Requirements

- Attending Standards Committee meetings (3 meetings per year x maximum 2 hours duration)
- Preparing for meetings, including reading papers and identifying questions/key lines of enquiry (1.5 hours per meeting)

Co-optees on the Standards Committee are entitled to a special responsibility allowance of £600 per year.

Key Officer Contacts

- Director of Law, Governance & HR

PERSON SPECIFICATION

Essential Knowledge/Skills

In addition to the key skills for all councillors, members of the Standards Committee should have:

Knowledge

- Knowledge of the role and functions of the Standards Committee
- Knowledge of relevant legislation and local policies
- Knowledge of local, regional and national issues and challenges relevant to the Standards Committee
- Understanding of the principles and importance of making sound, evidenced-based decisions
- Awareness of and a commitment to the principles of equality and diversity

Skills

- Ability to work with the Chair of the Standards Committee as a team
- Ability to work constructively with officers, councillors and partners
- Ability to assimilate and analyse complex information
- Ability to set aside own views and act impartially
- Listening and questioning skills
- Public speaking skills
- Commitment to personal development in the role

Learning Requirements/Training Provided

- Information about the role of Standards Committee members and legal/other requirements provided by the Director of Law, Governance & HR

SCHEME FOR BASIC & SPECIAL RESPONSIBILITY ALLOWANCES – OVERVIEW

[The full scheme can be found in Part VI of the Constitution.](#)

General

Allowances are only paid for duties specified in the Local Authorities (Members' Allowances) (England) Regulations 2003, which have been made in part under Section 18 of the Local Government and Housing Act 1989.

Provision is made for the following allowances:-

- a) allowances which are both to meet expenses and to provide remuneration
 - i. basic allowance
 - ii. special responsibility allowance

- b) allowances solely to meet expenses incurred
 - i. travelling and subsistence allowances
 - ii. telephone provision

From May 2010, the Council's Standards Committee has required full disclosure of all payments made and expenses claimed on the Council's website.

Members' Allowances Scheme

Basic Allowance

For each year, a basic allowance shall be paid to each councillor. For the period commencing 1st April 2020 to 31st March 2021, this allowance is £10,494 per annum. For each subsequent year until May 2022, the basic allowance shall be increased by the headline figure in the National Joint Council local government pay settlement.

Special Responsibility Allowances

A special responsibility allowance is paid to those councillors who hold the special responsibilities in relation to the authority that are specified in Schedule 1. The amount of each such allowance is the amount specified against that special responsibility in the schedule. Only one special responsibility allowance is payable to a member.

Renunciation

A councillor may by notice in writing given to the Chief Executive elect to forego any part of his/her entitlement to an allowance under this Scheme.

Part-Year Entitlements

For councillors who join or leave the authority part way through a financial year, or who take-up or relinquish special responsibilities in the course of the year, their entitlements are to be the appropriate proportion of the full-year entitlement. Likewise, if the scheme is amended in the course of the financial year, the entitlements for basic and special responsibility allowances are to be the appropriate proportions of the full-year entitlements for the periods before and after the amendment comes into effect.

Subsistence Allowances

These allowances may be paid only in respect of an 'approved duty' if it involves an absence from home exceeding four hours and expenses on subsistence is necessarily incurred in connection with that duty.

Day Subsistence

Where members are required to travel on Council business outside the Greater London area, and meals are not provided, then subsistence allowances may be claimed as follows:

- Lunch maximum £7
- Evening Meal maximum £10

Reimbursement of the cost of an evening meal will be made only where the business meeting extends beyond 8.30PM. Where members are required to stay overnight and meals are not provided with the accommodation, up to £30 may be claimed to cover the cost of all meals. Where members are required to visit abroad on Council business and meals are not provided with the accommodation, up to £50 may be claimed per day to cover the cost of all meals and taxi fares etc.

Overnight Subsistence

The costs of meetings or conferences requiring members to be absent overnight from home will either be met directly by the authority or reimbursed upon submission of a valid claim and actual receipts.

Travel Allowance

The Council has agreed that a flat rate mileage equivalent to the casual user rate paid to officers, will be paid when members use their private car for those 'approved duties' set out in Schedule 2 if the duty takes place outside the borough.

It is expected that members will always use public transport if possible. The conditions and rates of travelling allowance for the use of private vehicles, hire cars and taxis are set out in detail in Appendix A.

The Council cannot provide official transport for members unless they are on authorised civic business or where it is considered reasonable and economic to do so for a group of members travelling together.

Carer's Allowance

A carer's allowance is payable to elected members and voting and non-voting co-opted members for the duties specified in the list of approved duties as follows:-

- Care arranged by members on an 'ad-hoc' basis at the prevailing hourly rate of the London Living Wage £10.55 per hour, plus travelling expenses.

In special circumstances (e.g. for care of a severely disabled person), the Council should reimburse a higher cost where this can be justified.

Telephone and I.T Charges

Where mobile telephones or similar devices are allotted to Members, any non-Council usage must be identified and the Council reimbursed.

National Insurance Contributions/Statutory Record and Statutory Sick Pay (SSP)

National insurance contributions will be payable if the allowances due to a member in respect of any one month reaches the lower earnings limit.

Claims for Allowances

A claim for travel and subsistence allowances under this scheme shall be made in writing within six months of the date of the meeting in respect of which the entitlement to the allowance arises. Therefore any claims which relate to an attendance at a meeting which is not held within the preceding six months will not be paid.

Payments in respect of Basic and Special Responsibility Allowances

Payments in respect of basic and special responsibility allowances shall be made in instalments of one-twelfth of the amount specified in this Scheme on the 18th day of each month. Where Cabinet portfolios are shared between members both should receive half the remuneration of a Cabinet member.

Register of Allowances

Particulars of all allowances paid to, or on behalf of, a member have by law to be entered in a Register which is open to inspection by any elector for the Borough. Furthermore, the Council is required to publish details of the allowances scheme and to publish after the year end the total sum paid under the scheme to each member in respect of each of the allowances paid i.e. basic and special responsibility allowances.

SCHEDULE 1

Special Responsibility Allowances

The following are specified as the special responsibilities in respect of which special responsibility allowances are payable, and the amounts of those allowances:-

Role	Amount
Mayor	£77,722
Deputy Mayor	£40,600
All other Executive members	£15,298
Speaker	£6,130
Chair of Overview & Scrutiny Committee	£12,260
Chairs of Overview & Scrutiny Select Committees	£6,130
Chairs of Planning Committees (3)	£6,130
Chair of Strategic Planning Committee	£9,195
Chair of Licensing Committees	£6,130
Leaders of Political Groups or Chair of the Labour Group if 15 or more members	£5,275
Leaders of Political Groups with more than 3 but fewer than 15 members	£3,165
Majority Party Whip	£5,275
Chair of the Standards Committee	£1,000
Co-optees on the Council's Standards Committee, Audit Panel and parent governors and diocesan representatives who sit on the Overview & Scrutiny Education Business Panel and the Children and Young People Select Committee	£600

SCHEDULE 2

Approved Duties

The activities set out are 'approved duty' for the purposes of payment of travel and subsistence allowances when meetings take place outside the borough.

- a meeting of the authority;
- a meeting of a committee or sub-committee of the authority;
- a meeting of Cabinet;
- a meeting of a committee of Cabinet;
- a meeting of any other body to which the authority makes appointments or nominations;
- a meeting of a committee or sub-committee of any other body to which the authority makes appointments or nominations;
- a meeting which has both been authorised by the authority, a committee or sub-committee of the authority or a joint committee of the authority and one or more other authorities, or a subcommittee of a joint committee and to which representatives of more than one political group have been invited (if the authority is divided into several political groups) or to which two or more councillors have been invited (if the authority is not divided into political groups);
- a meeting of a local authority association of which the authority is a member;
- duties undertaken on behalf of the authority in pursuance of any standing order made under section 135 of the Local Government Act 1972 requiring a member or members to be present while tender documents are opened;
- duties undertaken on behalf of the authority in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the authority to inspect or authorise the inspection of premises;
- duties undertaken on behalf of the authority in connection with arrangements made by the authority for the attendance of pupils at a school approved for the purposes of section 342 of the Education Act 1996;
- a meeting of a Local Assembly

SCHEDULE 3

Parental Leave

1. Leave Periods

- 1.1. A Member giving birth is entitled to up to six months' parental leave from one month before the due date, with the option to extend to 52 weeks, by agreement of Full Council in exceptional circumstances
- 1.2. In addition, where the birth is premature, the Member is entitled to take leave during the period between the date of the birth and the due date in addition to the 6 months period. In such cases any leave taken to cover prematurity of 28 days or less shall be deducted from any extension beyond the initial 6 months.
- 1.3. In exceptional circumstances, and only in cases of prematurity of 29 days or more, additional leave may be taken by agreement, and such exceptional leave shall not be deducted from the total 6 month entitlement.
- 1.4. A member shall be entitled to take a minimum of two weeks paternity leave if they are the biological father or nominated carer of their partner or spouse following the birth of their child(ren).
- 1.5. A Member who has made Shared Parental Leave arrangements through their employment is requested to advise the Council of these at the earliest possible opportunity. Every effort will be made to replicate such arrangements in terms of leave from the Council.
- 1.6. Where both parents are members of the Council, leave may be shared up to a maximum of 24 weeks for the first six months, up to a maximum of 50 weeks in exceptional circumstances and subject to the agreement of full Council. Special and exceptional arrangements may be made in cases of prematurity.
- 1.7. A member who adopts a child through an approved adoption agency shall be entitled to take up to 6 months adoption leave from the date of placement with the option to extend up to 52 weeks in exceptional circumstances subject to the agreement of full Council.
- 1.8. Any Member who takes parental leave is still subject to their legal duty under the Local Government Act 1972 to attend a meeting of the Council within a six month period (and if they are a member of Mayor and Cabinet to attend a meeting of Mayor and Cabinet in that period) unless the Council agrees to an extended leave of absence prior to the expiration of that six month period.
- 1.9. Any Member intending to take parental leave will be responsible for ensuring that they comply with the relevant notice requirements of the Council, both in terms of the point at which the leave starts and the point at which they return.
- 1.10. Any member taking parental leave should ensure that they respond to reasonable requests for information as promptly as possible, and that they keep officers and colleagues informed and updated in relation to intended dates of return and requests for extension of leave.

2. Basic Allowance

- 2.1. All Members shall continue to receive their Basic Allowance in full whilst on parental leave.

3. Special Responsibility Allowances

- 3.1. Members entitled to a Special Responsibility Allowance shall continue to receive their allowance in full while on parental leave. Where a replacement is appointed to cover the period of absence that person shall receive an SRA on a pro rata basis for the period of the temporary appointment.
- 3.2. The payment of Special Responsibility Allowances, whether to the primary SRA holder or a replacement, during a period of parental leave shall continue for a period of six months (or a year if agreed by full Council in exceptional circumstances), or if sooner, the earliest of the Member who is taking leave being removed from post or the date of the next local election.
- 3.3. Should a Member appointed to replace the member on parental leave already hold a remunerated position, the ordinary rules relating to payment of more than one Special Responsibility Allowances shall apply.
- 3.4. Unless the Member taking parental leave is removed from their post at an AGM, or unless the Party to which they belong loses control of the Council during their leave period, they shall return at the end of their leave period to the same post, or to an alternative post with equivalent status and remuneration which they held before the leave began. This does not affect the legal right of the Mayor to remove a member from the Cabinet at any time or of the Council to remove a member from a post should there be grounds to do so.

4. Resigning from Office and Elections

- 4.1. If a Member decides not to return at the end of their parental leave, they must notify the Council at the earliest possible opportunity. All allowances will cease from the effective resignation date.
- 4.2. If an election is held during the Member's parental leave and they are not re-elected, or decide not to stand for re-election, their basic allowance and any SRA will cease from the Monday after the election date when they would technically leave office

APPENDIX A

Travel Allowance – Conditions & Rates

1. Mileage

- 1.1. The mileage to be paid for is from home (i.e. the normal place of residence) to the place where the approved duty takes places; and the return journey home.
- 1.2. If a member travels to the approved duty from another place (e.g. their place of work), this mileage can be paid for, provided it is less than it would be from home.
- 1.3. Exceptionally, if the member travels to the place of the duty from a place other than home and necessarily returns to the same place after the duty, the actual mileage for both journeys can be paid.
- 1.4. Again exceptionally, if the cost of the fare by public transport between the other place of the duty is greater than the cost to the member would have been in travelling to and from home, the cost can be paid.

2. Taxis

- 2.1. Members may claim for taxi fares only when returning from late night meetings where public transport is not available, and where appropriate by members with a relevant disability. In the case of dispute, the Standards Committee should be asked to arbitrate.
- 2.2. If a taxi is used the fare will have to be paid at the time and a claim submitted to the Head of Business & Committee giving details of the journey and the approved duty involved. Members are reminded that waiting time is charged for and should consider whether it will be cheaper to pay on arrival and re-hire for the return journey.

3. Self-Drive Hire Cars

- 3.1. The rate payable is the same as that payable for the use of a member's private car.

4. Rates

- 4.1. The rates per mile payable for travel by private car, motor cycle and bicycle are:-

Motor Cycles

- 31p per mile

Motor Cars

- Up to 999cc 46.9p per mile
- 1000cc and above 52.2p per mile

Bicycles

- 14p per mile

5. Passengers

5.1. An additional 1.0p per mile may be paid for each passenger to whom travel allowance would otherwise be payable, up to 4 passengers.

6. Tolls, Ferries or Parking Fees

6.1. The actual cost may be paid.

DRAFT

Agenda Item 6



Local Democracy Working Group

Update On Hybrid (Public) Committee Meetings

Date: 10 February 2021

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Director of Law, Governance & HR

Outline and recommendations

In response to the COVID-19 pandemic, the government temporarily removed the legal requirement for physical attendance at (public) Council committee meetings. This means that local authorities are able (until 7th May 2021) to hold public meetings remotely by using video or telephone conferencing technology and these Council meetings can be held in virtual locations as opposed to a physical place (i.e. a Council building).

An initial report on proposals to introduce hybrid (public) committee meetings (where some people are in physical attendance and others are participating virtually) was presented to the Local Democracy Working Group (LDWG) in September 2020. LDWG members agreed that, as part of their continued work programme, they would oversee the development of these proposals. The purpose of this report is therefore to provide the LDWG with a further update on work to date and next steps, in the context of the current deadline of 7th May 2021.

Timeline of engagement and decision-making

May 2018 – Mayor Damien Egan promises to launch a review that will make the Council ‘*even more democratic, open and transparent*’

July 2018 – Full Council agrees to establish a Local Democracy Review Working Group consisting of eight councillors. They are tasked with making recommendations about how the Mayor and Council could enhance their openness and transparency, increase public involvement in Council decisions and promote effective decision-making

September 2018 to January 2019 – the Local Democracy Review Working Group gathers evidence from a wide range of residents, community groups and local councillors (including an online questionnaire completed by over 700 respondents, workshops at four secondary schools and attendance at over 40 events)

January to March 2019 – the Local Democracy Review Working Group collects their evidence into a final report, which identifies 57 recommendations for change

March to April 2019 – Mayor & Cabinet and Full Council agree the report and recommendations of the Local Democracy Review Working Group

May 2019 to March 2020 – the retained Local Democracy Working Group oversees delivery of the recommendations

December 2019 – the Local Democracy Working Group receives an update report on the delivery of recommendation #45

September 2020 – the Local Democracy Working Group is extended so that it can complete its outstanding work and also consider the impact of COVID-19 on the three key themes of the review

23 September 2020 – the Local Democracy Working Group receives an initial report on proposals to introduce hybrid (public) committee meetings

Reason for lateness and urgency

The report has not been available for five clear working days before the meeting and the Chair is asked to accept it as an urgent item. The report was not available for dispatch on 2nd February 2021 due to officer capacity and the wider pressures of the Council’s ongoing response to the COVID-19 pandemic. The report cannot wait until the next meeting (to be scheduled for March 2021) because this will be the final meeting of the Local Democracy Working Group and decisions are required to enable work to be concluded in advance (so that a final report can be presented to members).

1. Summary

- 1.1. The purpose of this report is to provide the Local Democracy Working Group (LDWG) with a further update on proposals to introduce hybrid committee meetings, following the initial report presented on 23rd September 2020.

2. Recommendations

- 2.1. The Local Democracy Working Group (LDWG) is recommended to:
 - Note the content of the report (specifically the work to date and next steps outlined in section 6)

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3. Policy context

- 3.1. The recommendations of the Local Democracy Review are consistent with all the Council's corporate priorities (outlined in the Corporate Strategy 2018-22) as effective decision-making underpins the delivery of every commitment within the strategy. However, the recommendations are particularly relevant under the priority of:
- *Open Lewisham* – Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us

4. Background

- 4.1. An initial report on proposals to introduce hybrid (public) committee meetings was presented to the LDWG in September 2020. LDWG members agreed that, as part of their continued work programme, they would oversee the development of these proposals and requested that a further update (outlining the timetable and resource implications) be presented at the next formal meeting.

5. Current legal position

Definition of 'hybrid meeting'

- 5.1. As outlined in the previous report, a hybrid meeting is any meeting (whether councillors only or councillors and public) which has some people in physical attendance and others participating virtually. It is sometimes referred to as a blended or integrated meeting. Technically, two or more people will need to be physically present for it to be considered a hybrid meeting.
- 5.2. The key question that needs to be asked for a meeting to be deemed as a hybrid meeting is – do the public, councillors and the press all have the choice of being able to attend in person to view and/or participate in a meeting that is being held in a Council building? If not, then there is no difference to holding the meeting remotely in a virtual location.

Context

- 5.3. In response to the COVID-19 pandemic, the government temporarily removed the legal requirement for physical attendance at (public) Council committee meetings. This means that local authorities are able (until 7th May 2021) to hold public meetings remotely by using video or telephone conferencing technology. Council meetings until 7th May are able to be held lawfully in virtual locations as opposed to a physical place (i.e. a Council building).
- 5.4. If there's no change in the legal position, then as from 7th May 2021, Council meetings will have to revert back to physical meetings only.
- 5.5. On 12th October 2020, the Local Government Association (LGA) wrote an open letter to the Secretary of State seeking an extension to the current May 2021 deadline (see Appendix A). To date, there has been no published response from the Secretary of State. The latest position (as at 5th February 2021) is that, if the government is not minded to amend the regulations¹ so as to extend the deadline then two professional bodies – Lawyers in Local Government (LLG) and the Association of Democratic Services Officers (ADSO) – having sought an Advice from a leading barrister will be taking steps to obtain a legal Declaration from the High Court. The hoped for legal

¹ This refers to s.78 of the Coronavirus Act 2020 and specifically the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

declaration that is being sought will confirm that the Local Government Act 1972 allows meetings to be held remotely or in hybrid form when the current provisions under the Coronavirus Act and Regulations expire on 6th May 2021. Basically, they will be arguing to the Court that remote attendance could satisfy the 1972 Act's requirements for somebody to be present at a meeting while the actual place of a meeting could be a digital place.

- 5.6. This situation is not certain by any means, the optimal position would be for primary legislation to allow remote meetings, but a declaration from the Court will certainly clarify the legal position under the 1972 Act and enable the lawful continuation of virtual and hybrid meetings from 7th May 2021 onwards.

6. Work to date and next steps

Work to date

- 6.1. Since the last meeting with Members, Officers from IT, Governance and Policy have been meeting to plan logistically how to give effect to holding hybrid meetings.
- 6.2. Officers from the Council's IT and Governance teams have together attended a virtual demonstration by Auditel of their proprietary system which could be considered as a replacement for Microsoft Teams. Auditel's system is still in development but is aimed specifically for use by Local Councils. It promises to include voting software and promises to be more aligned to local government requirements than Microsoft Teams.
- 6.3. The Auditel system could readily be delivered via existing equipment in the Civic Suite or be deployable in community venues at additional cost. At present that cost is still unknown however. Officers who attended the demonstration noted the software company has not yet had any local authority take up its system and it is still in its development stage – so any authority that chooses to use the Auditel system will be for now, the very first and it will be very much in a trial status.
- 6.4. Civica (Modern.Gov), who provide the Council's Committee Management system are also close to trialing a workable system and officers expect to see this within the next fortnight; namely, by the end of February 2021.
- 6.5. The Governance team have been in contact with other councils and no local authorities are currently holding hybrid meetings.

Next steps

- 6.6. Officers will be meeting fortnightly to keep this a) under review and b) to ensure logistics are in place so as to facilitate the successful holding of hybrid meetings. To that end, it may obviously mean opening the doors again of the Council Chamber of the Civic Suite in a safe and carefully managed manner. The health and safety of all persons physically attending a hybrid meeting is paramount and managing that effectively is part of our logistics planning.
- 6.7. The next steps for hybrid committee meetings are very much dependent on whether the 7th May deadline is extended:
- **Outcome 1: The regulations are extended beyond 7th May 2021.** In this scenario, the Council would continue to hold virtual meetings using existing software (Microsoft Teams) alongside planning for the introduction of hybrid meetings. It is likely that a phased approach would be taken, potentially involving pilot hybrid meetings for specific committees.
 - **Outcome 2: The regulations are not extended beyond 7th May 2021.** In this scenario, the Council will be required to revert back to holding all physical meetings. Again, using the Civic Suite as previously (or even perhaps

necessary alternative locations).

- 6.8. For both outcomes, there are a number of issues to consider. This will include the implications of any future plans for the Civic Suite. Priority for us is ensuring the premises identified being suitable and safe (in terms of accommodating numbers of Members, officers and public and movability of IT resources). Given the volume of Council committee meetings held each year which could require a physical or hybrid attendance, logistical planning is being developed.
- 6.9. Given the issues that have been identified from our regular officer meetings, moving forward after this meeting, as part of our logistics planning, it is intended to hold a number of test / trial hybrid meetings, initially using officers only.
- 6.10. Practically, given the health and safety issues involved, we will not know until nearer May 2021 the guidance regarding social distancing requirements. If the situation remains as at present, then we know that less than 30 people only may safely attend at any one time in the Council Chamber.
- 6.11. Our planning for actually trialling hybrid meetings at present is obviously being hampered by the national lockdown. The Government has stated they will provide more information regarding this on February 22nd 2021.
- 6.12. Officers understand there is a keen interest from Members to hold hybrid meetings and officers will continue to meet fortnightly to plan for that to safely happen, but given the current national pandemic implications, this is clearly not a process that is likely to be given effect to over the following couple of months. Realistically, as the Coronavirus national situation becomes less severe moving towards May we will be moving into the pre-election period and attention will be focussed on that.
- 6.13. Officers will continue to work on this and will update Members regarding this matter.

7. Financial implications

- 7.1. At present these remain unknown

8. Legal implications

- 8.1. Further to the information set out within paragraph 5 above, here is the full statutory position. In response to the COVID-19 pandemic, the government has temporarily removed the legal requirement (provided under the Local Government Act 1972) for physical attendance at (public) Council committee meetings.
- 8.2. This means that local authorities have a temporary power (before 7th May 2021) to hold public meetings remotely by using video or telephone conferencing technology and these Council meetings can be held in virtual locations as opposed to a physical place (i.e. a Council building). Importantly, this means that all voting by Members that happens at virtual “places” is lawful and may be recorded as such.
- 8.3. Section 78 of the Coronavirus Act 2020 and specifically the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 (the “flexibility regulations”) enable all local authority meetings to be held remotely and do not preclude physical meetings or a hybrid form of meeting where these can be held in accordance with public health regulations and guidance. It is for each local authority to determine what is appropriate in their specific circumstances.
- 8.4. The interim virtual procedure is able lawfully to continue up to 7th May 2021. On 12th October 2020, the Local Government Association (LGA) wrote an open letter to the Secretary of State seeking an extension to the current May 2021 deadline (see Appendix A). To date, there has been no published response from the Secretary of State.

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- 8.5. The very latest position is set out within paragraph 5 above.
- 8.6. The position now, from reading the Advice, is outlined below (see Appendix B for the full note):

“ ...

(2) For the present situation to continue after 7 May 2021 with the use of remote meetings, the optimum position would be for further legislation to be passed to make the position clear.

(3) In the absence of such legislation, one resolution would be to obtain a declaration from the courts to obtain clarity as to the legal position under the pre-existing legislation.

(4) The Secretary of State does have (a) power under section 16 of the 1999 Act to make an Order to modify or disapply those restrictions for best value authorities and (b) power under the 2000 Act to make regulations governing executive decision-making bodies to hold remote meetings...”

- 8.7. Subject to seeing the outcome of any related Court application for the proposed Declaration, the situation is that if the current flexibility regulations are not amended to extend the 7th May 2021 deadline, then from 8th May 2021, all Council meetings must revert to only being held in accordance with the provisions of the Local Government Act 1972 – and therefore physically, as occurred pre-COVID. That is crucial, because unless the flexibility regulations are amended to extend the date for holding virtual/hybrid meetings, councillors will have to be physically present for each meeting together to form a quorum for the purposes of ensuring necessary voting procedures are undertaken so that lawful decisions are made.
- 8.8. All Council meetings, whether held virtually, in hybrid form or physically in a premises, must be held safely. Holding such meetings lawfully during the COVID-19 pandemic means that each local authority will need to address the public health concerns and, in particular, their health and safety legal obligations. These relevant statutory obligations are pursuant to the Health and Safety at Work etc Act 1974, Ss. 2, 3 and 4, which provide statutory obligations owed by the local authority to its staff, contractors, and any other persons coming onto its property/buildings for the purposes of any such meeting.
- 8.9. This is an ongoing statutory duty of care placed upon local authorities. Given the COVID-19 situation, the need for risk assessments will be crucial, as will the method used by the Council on an ‘as and when basis’ to address the potential risk of serious harm to persons coming onto Council property/buildings to attend and/or to be involved with facilitating such hybrid meetings.
- 8.10. Further, given that holding hybrid meetings will mean that some persons will be physically attending Council premises for the meeting, the implications of the Equality Act 2010 will also need to be addressed. The s.149 duty (‘having due regard’) within the context of COVID-19 particularly needs consideration. Whilst COVID-19 is still present, the implications of an increased risk of COVID (in particular for our BAME communities and for others with recognised characteristics that are particularly vulnerable and so at heightened risk) should be noted for the purposes of holding hybrid meetings.

9. Equalities implications

- 9.1. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.2. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

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- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - Advance equality of opportunity between people who share a protected characteristic and those who do not
 - Foster good relations between people who share a protected characteristic and those who do not
- 9.3. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation, or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.
- 9.4. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made, bearing in mind the issues of relevance and proportionality. The Mayor and Council must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 9.5. The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled 'Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice'. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11, which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

- 9.6. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty
 - Meeting the equality duty in policy and decision-making
 - Engagement and the equality duty: A guide for public authorities
 - Objectives and the equality duty. A guide for public authorities
 - Equality Information and the Equality Duty: A Guide for Public Authorities
- 9.7. The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties, and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

10. Climate change and environmental implications

- 10.1. There are no specific climate change and environmental implications arising from this

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report.

11. Crime and disorder implications

11.1. There are no specific crime and disorder implications arising from this report.

12. Health and wellbeing implications

12.1. There are no specific health and wellbeing implications arising from this report.

13. Background papers

- [Update On Proposals To Introduce Hybrid \(Public\) Committee Meetings](#)

14. Glossary

Term	Definition
Hybrid or Blended Meetings	A hybrid meeting is any meeting (whether it's just councillors or councillors and public) which has some people in physical attendance and others participating virtually at the same time.
Local Democracy Review	The Local Democracy Review was a councillor-led review of local democracy in Lewisham, which made recommendations about how the Mayor and Council could enhance their openness and transparency, increase public involvement in Council decisions and promote effective decision-making.
Local Democracy Working Group	The Local Democracy Working Group is a group of eight councillors who are responsible for implementing the recommendations of the Local Democracy Review during 2019/20. It has now been extended until January 2021.

15. Report author and contact

15.1. If there are any queries about this report, please contact Petra Der Man (Principal Lawyer) by email (Petra.DerMan@lewisham.gov.uk).

From the Chairman of the Association
Cllr James Jamieson

Partners to this letter:
The Association of Democratic Services Officers
Lawyers in Local Government
The Centre for Governance and Scrutiny
The National Association of Local Councils
The Society for Innovation, Technology and Modernisation

12 October 2020

To:
Rt Hon Robert Jenrick – Secretary of State, MHCLG
Chloe Smith MP – Minister for the Constitution, Cabinet Office

Dear Robert

Extending the ability for councils to hold meetings remotely

We are writing to you to set out the clear case for extending the ability for councils to hold meetings flexibly beyond May 2021 while we continue to manage the COVID-19 pandemic, and to make this a permanent power for councils to be able to utilise. We are also offering to encourage councils to adopt good practice and build on the advice and support we are already delivering including through the Remote Meeting Hub.

The power given to councils to hold decision-making meetings on-line and remotely during the COVID-19 crisis, enabled by the Remote Meetings Regulations made under the Coronavirus Act 2020, has enabled councils to get on with supporting their residents and businesses and delivering essential services.

We cannot be certain how the COVID-19 pandemic will evolve over the next few months to years, but it remains essential for councillors to have the ability to hold council meetings and make decisions without the need for all members of the meeting to be physically present. Beyond COVID-19, this ability will also be essential to allow councils to manage any emergency situation.

As such, we collectively ask on behalf of local government that the temporary change to the meeting rules set out in the Local Government Act 1972, enabling councils to hold their meetings without all of the persons, or without any of the persons, being together in the same place, be made permanent. This would mean councils would have the power to determine if a meeting should take place in person or remotely, and the circumstances for that would need to be established transparently in a councils' constitution, standing orders or policy. We believe this is a sensible direction of travel, getting the most value out of the investment that councils have made to establish the necessary technology and infrastructure.

Appreciating that this will require primary legislation, we ask that as a minimum we have confirmation that Government is planning to extend the power beyond 7 May 2021, **subject to Parliament approving the act's renewal every six months** as is currently set out in the legislation.

In addition to the clear benefits of being able to operate a council remotely in emergency situations, improved flexibility in how meetings are held could encourage a greater diversity of candidates to put themselves forward as councillors, including those in full-time employment. The issue of meeting

accessibility was identified in the LGA's work on [enabling women, parents and carers to become councillors](#). Encouraging more diversity in those putting themselves forwards as potential local councillors is a key aim of the LGA's '[Be a Councillor](#)' campaign and NALC's 'Make a Change' campaign.

We have seen many examples across the country where holding meetings online has encouraged greater numbers of the public to participate. This improves the transparency of local government decision-making and helps public understanding of what their local councils does. In the longer term, it may encourage more people to vote and become involved in their local community and council.

Our partnership has been working collectively since the need to hold meetings remotely arose. A snapshot survey we undertook in August-September of councils showed that 90 per cent supported extending the ability of councils to hold meetings remotely, and 91.8 per cent confirmed they had held remote meetings.

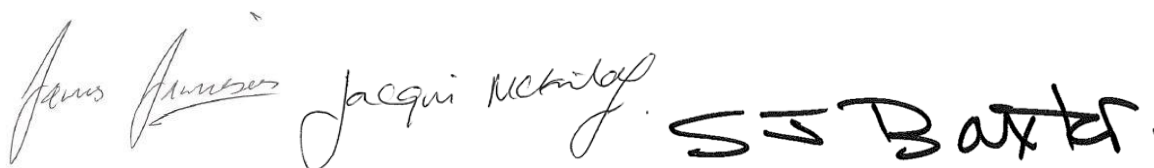
We know there have been some challenges, with our survey revealing the main one as the existing skills set of some users in operating the technology. The technology itself was identified as a challenge by 40 per cent of respondents, and we know there have been some issues with security and connectivity. On this, we support the Government's commitment to delivering gigabit-capable broadband to all premises by 2025 and the agreement with mobile network operators to improve mobile coverage across rural areas via a Shared Rural Network by 2026.

Securing the ability to hold remote meetings in the long term means councils can be confident in working through these issues. The [Remote Meeting Hub](#) we collectively set up has been providing councils with support, guidance and examples of good practice. The hub has an [interactive map](#) to help members, officers and residents explore which video conferencing software local authorities across England are using, how the meetings are streamed to the public and press while also collating council meeting calendars in one place for the most up to date information on local democracy around the country. If the provision to hold meetings flexibly was made permanent, we would look to continue to work together to provide support and promote good practice.

We want to stress that we are not advocating that all council meetings are operated remotely. There is great value to being able to hold debates in person and to connect with political colleagues and officers, as well as being able to directly engage with residents. However, having the power to be able to hold a meeting remotely, should that be determined either necessary in specific circumstances or as a way to ensure participation, is a sensible option that should be available to councils.

We look forward to hearing from you about this issue.

Yours sincerely



Councillor James Jamieson
Chairman
Local Government Association

Jacqui McKinlay
Chief Executive
Centre for
Governance and Scrutiny

Cllr Sue Baxter
Chairman
National Association of Local Councils

Examples of online meeting successes

“Since we’ve been streaming our meetings, we’ve had viewing numbers of up to 200 during Planning Committee meetings (compare this to our public gallery which seats about 60 and has only ever been full a handful of times), and views of the video following the meeting exceeding 500. We’ve even had audiences for all of our other committees – not always large audiences, but definitely more than we ever had in the chamber. It has also improved member attendance due to not having to travel long distances and for those who relied on public transport (which was not always reliable for them).”

“I did a survey of school appeals and discovered that we had 100% parental attendance compared to a physical meeting level of 87%.”

“At our last Council meeting, we had much higher attendance than normal – over sixty people, when normally we would get at most 2 or 3 members of the public. We have never had a meeting with zero audience, which was common when we met physically. Councillor attendance has also been higher than normal during this period, and that will continue as we head into the winter months, when we would often have Councillors simply not able to turn up because of roads blocked due to snow up in the Pennines.”

“Our full Council meetings have been viewed a total of 869 times for the same period in 2019 and 1239 in 2020; an 80% rise in views for Executive Board and almost a 30% rise for full Council meetings. Given that all meetings are now broadcast, overall the total number of views for all our committee meetings between April – Sept 25th in 2020 is close to 10,000.”

“The remote meeting format has enabled public access to Council meetings for a much larger audience than what would be possible via a physical meeting. For instance, at a remote [City Plans Panel](#) held in May we were able to accommodate 716 viewers to the live broadcast, with a further 299 subsequently viewing the archived footage – this illustrates how remote meetings can facilitate increased accessibility of committee meetings, both during the current restrictions and beyond.”



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LLG & ADSO Obtain Legal Opinion on Virtual Meeting Provisions

ADSO and LLG recently obtained counsels opinion from James Strachan QC of 39 Essex Chambers in relation to the expiry of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations (No.392) and the ability to continue to hold council meetings remotely past the 6th May 2021.

LLG and ADSO have consistently called for the ability of English councils to hold remote meetings to be made permanent. The Secretary of State ("SoS") (Robert Jenrick) has said that whilst accepting that the provision has been successful, he has no plans to extend the date as it requires primary legislation and there is no vehicle to do that in time for May. He added that whilst it is not possible at the moment, if there is an opportunity to make it more permanent, he will take it.

With the intention of seeking a way to assist the SoS, ADSO and LLG have asked the question whether a change in primary legislation is actually required? To that end, counsel's opinion was obtained on the current legislation together with the options available which do not require primary legislation or indeed, legislation of any kind. A summary of the advice is as follows: -

- (1) There are forceful arguments that can be made that the pre-existing legislation governing local authority meetings under Schedule 12 of the Local Government 1972 Act, and meetings of an executive or a committee of an executive under the Local Authorities (Executive Arrangements (Meetings and Access to Information) (England) Regulations 2012, enable local authorities to hold meetings remotely.



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- (2) For the present situation to continue after 7 May 2021 with the use of remote meetings, the optimum position would be for further legislation to be passed to make the position clear.

- (3) In the absence of such legislation, one resolution would be to obtain a declaration from the courts to obtain clarity as to the legal position under the pre-existing legislation.

- (4) The Secretary of State does have (a) power under section 16 of the 1999 Act to make an Order to modify or disapply those restrictions for best value authorities and (b) power under the 2000 Act to make regulations governing executive decision-making bodies to hold remote meetings.

ADSO and LLG will now prepare to seek a declaration from the courts that the pre-existing legislation governing local authority meetings under Schedule 12 of the 1972 Act, and meetings of an executive or a committee of an executive under the 2012 Regulations, can be held remotely in the way that has been specifically authorised by the Coronavirus Act 2020 and the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Quentin Baker, LLG President said;

“Back in March 2020 Local Authorities quickly adapted their procedures to enable democratic decision making to continue through the remote attendance at meetings of councillors, officers and the public.

Over the past year the benefits of having the option to attend remotely have been clearly demonstrated through increased participation and reductions in travel time. The prospect of reverting in May to meetings without the option of remote attendance is concerning due to the likely ongoing heightened Covid risk and also because the option is valued by many Councillors and residents alike. Councils should have local choice and local flexibility. Through our proposed action with



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ADSO colleagues to seek a Declaration we hope to enable a straightforward solution to this problem.”

John Austin, ADSO Chair said;

“Through the hard work of Local Authorities, remote meetings have been a success. Apart from the important public health issues, they have brought many benefits, including reduced travel to meetings, cost savings, increased participation in the democratic process and equality of access to meetings. ADSO and LLG wish to work collaboratively with the Secretary of State to find a solution to give Councils the option of holding such meetings beyond 7th May.”

John Austin
Chair
ADSO

Quentin Baker
President
LLG

5th February 2021

For enquiries contact John.Austin@ADSO.co.uk and Helen@llg.org.uk