

Modern Councillor Programme – Job Roles

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Leader of the Council

1. Key Purpose of the Role

- 1.1 The Leader of the Council will provide visible strategic leadership and direction for the Council. In doing so, he/she will adopt and promote the principles of mutual respect, constructive engagement and a recognition that the common good of Bromsgrove and its citizens is paramount.
- 1.2 The Leader of the Council, with the Chief Executive and the Monitoring Officer and Chairman, will determine the agendas for Council meetings.
- 1.3 The Leader of the Council will work with Cabinet Members to ensure the effective delivery of services against agreed policies of the Council and ensure the delivery of the Cabinet's responsibilities.
- 1.4 The Leader of the Council has such delegated powers as is authorised by the Constitution.
- 1.5 The Leader of the Council will be the primary link between the Chief Executive and Executive Directors.. The Heads of Service will work closely with the Cabinet in the formulation and development of new policies and objectives.
- 1.6 The Leader of the Council will report regularly to Council and the Committees and Boards to engender corporate ownership and awareness.
- 1.7 The Leader of the Council will act as an ambassador of the whole Council, its citizens and businesses on external bodies that enhance the reputation and standing of the District of Bromsgrove (outside civic and ceremonial roles and functions).

2. Duties and Responsibilities

- 2.1 To act as the Chairman of the Cabinet.
- 2.2 To appoint the Cabinet members and allocate areas of responsibility – known as portfolios to Cabinet members.
- 2.3 To lead in the performance appraisal procedures for the Chief Executive and through the Cabinet, to agree the method of appraisal and frequency.
- 2.4 To lead on the development of local, regional, national and European policy and strategic initiatives (including area –wide strategic partnerships) covered by Portfolio functions. In doing so, to promoting the Council's interests and the interests of the citizens and businesses of Bromsgrove District.

- 2.5 In the absence of the relevant Cabinet Councillor at any cabinet meeting, to undertake the functions/responsibilities of the same as appropriate.
- 2.6 To liaise with the relevant chairman(men) of the Overview and Scrutiny Board and Audit Board as required, when items arise which are not in the Forward Plan but which the Cabinet need to consider as a matter of urgent business.
- 2.7 To attend meetings of the Boards as required and be subject to examination in respect of any aspect of Council policies and objectives.
- 2.8 To ensure that the recommendations of Boards are fully considered in the formulation and development of Council policy.
- 2.9 To ensure the effective communication and explanation of all Cabinet decisions and recommendations to Council and to the public.
- 2.10 To ensure that the Cabinet manages the business of the Council within the financial limits set by the Council
- 2.11 To meet with the Council's External Auditor and the Chief Executive, with other members of the Cabinet, to discuss the annual Audit Management Letter and report, as necessary, from there to Council or the Cabinet.
- 2.12 To meet regularly with the Chief Executive to monitor and review the progress of the Council towards it achieving it's approved objectives and priorities.
- 2.13 To agree the business to be included in the agenda for each meeting of the Cabinet, in conjunction with the Chief Executive.
- 2.14 To report to the Council on decisions taken by the Cabinet.
- 2.15 The Leader of the Council will have overall responsibility for:
 - The political leadership of the Council
 - Developing and implementing the policy framework (subject to the approval of the Council)
 - Determining revenue and capital budget strategies and priorities (subject to the approval of the Council)
 - Ensuring probity and financial monitoring
 - Acting as Chief Spokesperson for the Council
 - Representing the views of the Council on matters of corporate or strategic policy to Government and other bodies relevant to the Council's work
 - The delivery of agreed Council priorities, strategies and policies
 - Ensuring the production of a Community Strategy with other key organisations in the public, private and voluntary sectors (subject to the

approval of the Council) and acting as spokesperson on behalf of the community as a whole

- Monitoring the work of the individual portfolio holders within the Cabinet
- Ensuring that learning opportunities for Councillors are in place and that they are relevant and effective.
- Promoting the work of the Council
- Acting as a final arbitrator between portfolio holders within the Cabinet

2.16 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairs of other committees/boards, overview and scrutiny, other Members and officers as appropriate.

3. Corporate Decision Making

In addition to his or her role as Leader of the Council, the Leader will be a full voting member of the Council which will:-

- be the principal forum of debate for matters of community and public interest
- determine the overall policies and finances which will guide and direct the delivery of services.

4. Local Representative Role

4.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include

- Conducting regular ward surgeries as appropriate
- Attending community/Parish Council meetings (where appropriate)
- Direct canvassing of ward residents

4.2 Through these methods, Councillors will play a significant part in the consultations on:

- The development of Council plans
- Fundamental reviews of services
- Local initiatives, for example on community safety
- The community planning process, generally

4.3 Councillors will respond to constituents' enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents.

5.0 Ways of Working

5.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt

5.2 To comply with the Member/ Officer protocol as set out in the Constitution

5.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.

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

5.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.

5.6 To make use of technology as an effective means of communication.

Deputy Leader

1. Key Purpose of the Role

- 1.1 To support and deputise for the Leader of the Council in his/her executive functions.

2. Key Duties and Responsibilities

- 2.1 To lead and chair the cabinet where appropriate and ensure their overall effectiveness in the absence of the Leader of the Council.
- 2.2 To support and deputise for the Leader of the Council in his/her community liaison responsibilities.
- 2.3 To assist the Leader in co-ordinating the work of the Cabinet.
- 2.4 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.

3. Local Representative Role

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- 4.6 To make use of technology as an effective means of communication.

Chairmen of the Audit Board and Overview and Scrutiny Board

1. Key Purpose of the Role

- 1.1 To chair a Board covering the areas of responsibility determined by the Council and in particular;
 - To scrutinise budgets, plans, policies and strategies proposed by the Cabinet to ensure that it is effectively held to account for its decisions and performance.
 - To monitor and review policies, strategies and budget decisions and implementation of proposals.
 - To monitor performance and any consequential proposals or recommendations.
 - To identify and pursue cross-cutting strategy issues and ensure a corporate approach to overview and scrutiny.
 - To ensure Councillors information needs are met so that they can contribute fully to decision making with the panel.
- 1.2 To initiate and develop constructive relationships with Members of the Cabinet and Senior Officers.

2. Key Duties and Responsibilities

- 2.1 To establish a manageable programme of work for the Board which reflects the wishes of the Members of the Panel.
- 2.2 To liaise and communicate on a regular basis with relevant officers and specialists to ensure the receipt of appropriate advice to inform effective overview and scrutiny.
- 2.3 To set up mechanisms to ensure regular contact with Non Cabinet Councillors, community representatives and local stakeholders to inform effective overview and scrutiny.
- 2.4 To share good practice, promote the work and independence of the process and further develop the overview and scrutiny role.
- 2.5 To assist in the development or review of policy or practice in specific areas either which have been referred by the Cabinet or which the Board themselves have identified and to make recommendations to the Cabinet on them.
- 2.6 To contribute on the development or review of policies and practices in areas that cover more than one Board.

- 2.7 To establish and maintain effective and efficient working relations with the leaders of other groups, the Cabinet, chairmen of other committees/boards, other Members and officers as appropriate.
- 2.8 To undertake scrutiny functions in a positive and constructive manner which enhances the image and reputation of the Council.
- 2.9 To ensure that the Board only acts within its terms of reference.

3. Specific Duties for Chairman of the Audit Board

- 3.1 To ensure that the Board monitors the good stewardship of the Council's resources through the work of the Internal Audit function.
- 3.2 To ensure that the Board monitors both internal and external audit performance including the implementation of audit recommendations and monitoring of annual accounts.
- 3.3 To ensure the Board works in partnership with the Cabinet, Overview and Scrutiny and officers to ensure that good stewardship of the Council's resources deliver better outcomes for the people of Bromsgrove District.
- 3.3 To ensure that the Board complies with the Council's Audit Board Procedure Rules.

4. Local Representative Role

- 4.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include
 - Conducting regular ward surgeries as appropriate
 - Attending community/Parish Council meetings (where appropriate)
 - Direct canvassing of ward residents
- 4.2 Through these methods, Councillors will play a significant part in the consultations on:
 - The development of Council plans
 - Fundamental reviews of services
 - Local initiatives, for example on community safety
 - The community planning process, generally

- 4.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents.

5. Ways of Working

- 5.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt.
- 5.2 To comply with the Member/ Officer protocol as set out in the Constitution.
- 5.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.
- 5.4 To keep abreast of national best practice/new initiatives relating to local government so as to ensure the continuous improvement of Council services.
- 5.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 5.6 To make use of technology as an effective means of communication.

Member of the Audit Board and Overview and Scrutiny Board

1. Key Purpose of the Role

- 1.1 To contribute actively in the work of the Council when he/she is not a member of the Cabinet.

2. Key Duties and Responsibilities

- 2.1 In relation to any Board of which he/she is a member
- To scrutinise budgets, plans, policies and strategies proposed by the Cabinet to ensure that it is effectively held to account for its decision and performance.
 - To monitor and review policies, strategies and budget decisions and implementation of proposals.
 - To monitor performance and any consequential proposals or recommendations.
 - To assist in the identification and examination of cross-cutting issues.
 - To assist in the development or review of policy and practice in specific areas either which have been referred by the Cabinet or which a Board has identified.
- 2.2 To initiate and develop constructive relationships with Members of the Cabinet and officers.
- 2.3 To contribute to the development of a manageable programme of work for the Board which is based on an identified need and which reflects the wishes of Members of the Board.
- 2.4 To liaise and communicate on a regular basis with relevant officers and specialists to ensure the receipt of appropriate advice to inform effective overview and scrutiny.
- 2.5 To establish and maintain effective and efficient working relations with the leaders of other groups, the Cabinet, chairmen of other committees/boards, other Members and officers as appropriate.

3. Specific Duties of a Member of the Audit Board

- 3.1 To contribute effectively to the monitoring of both internal and external audit performance including the implementation of audit recommendations and monitoring of annual accounts.
- 3.2 To comply with the Council's Audit Board Procedure Rules

4. Local Representative Role

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Ward Councillor

1. Key Purpose of the Role

- 1.1 To participate constructively and effectively in the good governance of the Council and the local area.

2. Key Duties and Responsibilities

- 2.1 To deal effectively with the concerns of local residents on issues pertaining to the Council and its partners.
- 2.2 To represent effectively the interests of the ward for which he/she is elected.
- 2.3 To participate effectively in all relevant consultative processes with the local community and with other organisations.
- 2.4 To develop and maintain a working knowledge of the organisations, services and activities and other matters which affect and impact on the local community.
- 2.5 To participate actively and effectively as a member on any scrutiny, regulatory or other Committee/Board, assembly or forum to which the Councillor is appointed and respect the role of the Chairman. To undertake appropriate training in relation to this role.
- 2.6 To participate, where appropriate in the scrutiny of the services and policies of the authority and their effectiveness in meeting the strategic objectives of the authority and the needs of its residents.
- 2.7 To participate, where appropriate, in the scrutiny of services provided by external organisations or bodies.
- 2.8 To fulfil the statutory requirements of an elected member of a local authority and to participate in those decisions and activities reserved to the full Council.
- 2.9 To develop and maintain a working knowledge of the authority's services, management arrangements, powers, duties and constraints.
- 2.10 To establish and maintain effective and efficient working relations with the leaders of other groups, the Cabinet, chairmen of other committees/boards, other Members and officers as appropriate.
- 2.11 To always act in a manner which ensures that challenge to policy is kept at a political level and does not damage the public reputation of individual officers.

- 2.12 To represent the Council on external bodies, acting in the best interests of the Bromsgrove District Council.
- 2.13 To respond to planning application notifications as appropriate.

3. Local Representative Role

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Cabinet Member

1. Key Purpose of the Role

- 1.1 To provide visible leadership in the area of their portfolio functions and responsibilities to the Council. To form the link between Members and Officers. To assist in the development of appropriate new policies for consideration by Cabinet. To ensure policies are implemented effectively.

2. Key Duties and Responsibilities

- 2.1 To take the lead role in:
- Overseeing strategies and plans for the services for which they are responsible.
 - Examining and agreeing with heads of Service the departmental budget prior to submission to Cabinet.
 - Meeting not less than bi-monthly with Head of Service to ensure budget spending profile is in accordance with agreed budget approvals.
 - Ensuring budget corrective action taken is in line with defined strategy and policy.
 - Ensuring delivery of plans and strategies are efficient and effective to provide the agreed standard of service.
- 2.2 To be the principal spokesman for the services for which they are responsible.
- 2.3 To ensure that officers consult and keep informed, as necessary, Members, Residents and businesses of Bromsgrove District on all matters covered by the Portfolio functions/ responsibilities.
- 2.4 To ensure appropriate representation for the Council on District wide, regional and national bodies, or at events or conferences for the services for which they are responsible.
- 2.5 To work in collaboration with the Leader, other Cabinet Members and other relevant Members of the Council, MPs and external bodies, to enhance the image and reputation of Bromsgrove and, where appropriate, advocate for resources/inward investment and regeneration for the benefit of the residents of Bromsgrove District.
- 2.6 To refer, as necessary, to the appropriate Officer any issues which fall within the scope of their duties.

- 2.7 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.
- 2.8 To take collective and individual responsibility to work with other Cabinet Members so as to ensure the effective and efficient operation of the Council.
- 2.9 To agree with Heads of Services, appropriate performance objectives and targets for services for which they are responsible
- 2.10 To assist the Council's Board by ensuring that their recommendations are fully considered.
- 2.11 To provide support and assistance to the Leader of the Council.
- 2.12 To work with the Leader, Chief Executive, Executive Directors and Heads of Service to ensure effective and efficient delivery of the Council's corporate plan and, in particular, the continuous improvement of all services covered by their portfolio.
- 2.13 To ensure compliance with any relevant legislative provisions, best practice and good governance arrangements with regard to local government.
- 2.14 To promote the Council's policies on equality and diversity in the workplace and in service provision.

3. Local Representative Role

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4. Ways of Working

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- 4.2 To comply with the Member/Officer protocol as set out in the Constitution
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- 4.6 To make use of technology as an effective means of communication.

Chairman of Committees

1. Key Purpose of the Role

- 1.1 To preside over Committee meetings in a manner that encourages contributions and achieves the objectives of the meeting; including the resolution of conflict.

2. Key Duties and Responsibilities

- 2.1 To be accountable to the Council for the efficiency and effectiveness of Committee meetings.
- 2.2 To ensure that the Committee only acts within its terms of reference.
- 2.3 To ensure that the Committee complies with the requirements of Standing Orders, Financial Regulations, Council policies and relevant legislation.
- 2.4 To present recommendations of the Committee/Board to Cabinet/Council as required through minutes or attendance at appropriate meetings.
- 2.5 To act as spokesperson for the Council for matters within the jurisdiction of the Committee, liaising with the Council's media office and relevant Cabinet members where appropriate.
- 2.6 To work with officers to enable efficient and effective decision making.
- 2.7 To ensure the overall integrity of the decision making process within the Committee and that the process operates fairly and openly.
- 2.8 To hold pre meetings/briefings with Vice Chairman and officers where appropriate.
- 2.9 To approve draft minutes and agree agendas etc with officers.
- 2.10 To establish and maintain effective and efficient working relations with the leaders of other groups, the Cabinet, chairmen of other committees/boards, other Members and officers as appropriate.

3. Specific Duties for Chairmen of Planning and Licensing Committees

- 3.1 To ensure a thorough knowledge and understanding of the functions of the Committee.
- 3.2 To manage the agenda of the Committee and chair its meetings.
- 3.3 To oversee the function of the Committee and to ensure the efficient discharge of its business.
- 3.4 To monitor the preparation and presentation of reviews of the work of the Committee and to ensure that the outcomes of them are fully taken into account in the policy formulation to the Council.

- 3.5 To ensure Councillor's information needs are met e.g. through background papers so that they can fully contribute to the decision making process.

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

- 5.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.

- 5.6 To make use of technology as an effective means of communication.

Vice Chairmen of Committees

1.0 Key Purpose of the Role

- 1.1 To support and deputise for the Chairman in his/her roles and responsibilities.

2. Key Duties and Responsibilities

- 2.1 To lead and chair the committee and its overall effectiveness in the absence of the chairman.
- 2.2 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.
- 2.3 To attend pre meetings/briefings with the Chairman and officers where appropriate.

3. Local Representative Role

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Chairman of the Council

1. Key Purpose of Role

- 1.1 The Chairman of the Council is elected annually. The Council has decided that the ceremonial and civic functions attached to the post of Chairman of the Council will be carried out by the Civic Head of the Council. The Chairman therefore will be responsible for presiding over meetings of Full Council and the other duties listed below. The remaining duties relating to the civic and ceremonial aspects of the Chairman's role will be the responsibility of the Civic Head and in his or her absence the Deputy Civic Head.

2. Key Duties and Responsibilities

- 2.1 To preside over meetings of the full Council, preserve order in meetings and ensure that proceedings are conducted impartially and in a proper manner and with regards to the rights of Councillors and the interests of the community.
- 2.2 To ensure that all councillors have the opportunity to contribute to debates subject to the relevant standing orders and constitution.
- 2.3 To uphold and promote the purposes of the constitution and interpreting it when necessary.
- 2.4 To ensure that the Council meeting is a forum for debate of matters of concern to the local community.
- 2.5 To determine that the Council meeting is properly constituted and that a quorum is present.
- 2.6 To inform himself/herself as to the business and objects of the meeting.
- 2.7 To ensure that discussions at Council are within the scope of the meeting and within the time limits provided.
- 2.8 To rule a point of order and other incidental questions which require decision at the time.
- 2.9 To put relevant questions to the meeting and take a vote thereon; causing a named vote or ballot to be taken if demanded; if necessary to give a second or casting vote; to declare the result.
- 2.10 To adjourn the Council meeting when circumstances justify or require that course.
- 2.11 To declare the Council meeting closed when business is completed.
- 2.12 To act in a proper and dignified manner at all times as befits the office

2.13 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.

2.14 The Chairman can not be a member of the Cabinet.

3. Local Representative Role

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- 4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 4.6 To make use of technology as an effective means of communication.

Vice Chairman of the Council

1. Key Purpose of Role

- 1.1 The Vice Chairman of the Council is elected annually to deputise and support the Chairman of Bromsgrove District in carrying out the functions for which they are responsible as regards presiding over meeting of Full Council and associated duties.

2. Key Duties and Responsibilities

- 2.1 To provide support and deputise for the Chairman of the Council at Council meetings when the Chairman is absent.
- 2.2 To ensure that the Chairman of the Council is made aware of any Councillor wishing to speak at a Council meeting.
- 2.3 To ensure that Councillors speaking during Council meetings do so within the time limits set.

3. Local Representative Role

- 3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include
- Conducting regular ward surgeries as appropriate
 - Attending community/Parish Council meetings (where appropriate)
 - Direct canvassing of ward residents
- 3.2 Through these methods, Councillors will play a significant part in the consultations on:
- The development of Council plans
 - Fundamental reviews of services
 - Local initiatives, for example on community safety
 - The community planning process, generally
- 3.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents.

4. Ways of Working

- 4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt.
- 4.2 To comply with the Member/Officer protocol as set out in the Constitution.
- 4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.
- 4.4 To keep abreast of national best practice/new initiatives relating to local government so as to ensure the continuous improvement of Council services.
- 4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 4.6 To make use of technology as an effective means of communication.

Civic Head of the Council

1. Key Purpose of Role

- 1.1 The Civic Head of the Council is elected annually. The Council has decided that the ceremonial and civic functions attached to the post of Chairman of the Council will be carried out by the Civic Head of the Council. The Civic Head therefore will be responsible for representing the Council at ceremonial, civic and other functions inside and outside of Bromsgrove. He/she will receive civic guests, delegations and visitors, host civic occasions and provide civic hospitality.

2. Key Duties and Responsibilities

- 2.1 To act as an ambassador for the council both inside and external to Bromsgrove District.
- 2.2 To attend ceremonial, civic and other functions to represent the Council.
- 2.3 To receive civic guests, delegations and visitors, host civic occasions and provide civic hospitality as required.

3. Local Representative Role

- 3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include
- Conducting regular ward surgeries as appropriate
 - Attending community/Parish Council meetings (where appropriate)
 - Direct canvassing of ward residents
- 3.2 Through these methods, Councillors will play a significant part in the consultations on:
- The development of Council plans
 - Fundamental reviews of services
 - Local initiatives, for example on community safety
 - The community planning process, generally

- 3.3 Councillors will respond to constituents' enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents.

4. Ways of Working

- 4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt
- 4.2 To comply with the Member/Officer protocol as set out in the Constitution
- 4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.
- 4.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.
- 4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 4.6 To make use of technology as an effective means of communication.

Deputy Civic Head of the Council

1. Key Purpose of Role

- 1.1 The Deputy Civic Head of the Council is elected annually to deputise for and support the Civic Head of the Council in carrying out the functions for which they are responsible as regards representing the Council at ceremonial, civic and other functions inside and outside of Bromsgrove.

2. Key Duties and Responsibilities

- 2.1 To act as an ambassador for the council both inside and external to Bromsgrove District.
- 2.2 To deputise for the Civic Head in relation to attending ceremonial, civic and other functions
- 2.3 To deputise for the Civic Head in relation to receiving civic guests, delegations and visitors, hosting civic occasions and providing civic hospitality.

3. Local Representative Role

- 3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include
 - Conducting regular ward surgeries as appropriate
 - Attending community/Parish Council meetings (where appropriate)
 - Direct canvassing of ward residents
- 3.2 Through these methods, Councillors will play a significant part in the consultations on:
 - The development of Council plans
 - Fundamental reviews of services
 - Local initiatives, for example on community safety
 - The community planning process, generally

- 3.3 Councillors will respond to constituents' enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents.

4. Ways of Working

- 4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt
- 4.2 To comply with the Member/Officer protocol as set out in the Constitution
- 4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.
- 4.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.
- 4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 4.6 To make use of technology as an effective means of communication.

