

APPENDIX 1

Guidance for National Park Management Plan (NPMP) outcome Member Representative Roles

Context and formal authority:

Member Representative roles were introduced following the last governance review in order to increase Member involvement, externally and internally, working with staff to achieve corporate objectives and priorities. The proposed generic role description should be considered in the context of:

1. In 2006 the Authority agreed criteria for Member Representative roles. The criteria included:

- The role should be linked to a specific clear strategic and cross cutting priority with a clear indication as to the role that the member is expected to play (it was subsequently agreed that a Member Representative would be appointed for each NPMP outcome)
- The role should be seen as a member liaison/contact and external stakeholder role only and should not include any remit for involvement in the specific 'delivery' of the Authority's services

2. The Member Officer protocol also mentions the role of Committee chairs and Lead Members (now called Member Representatives). It states:

- The role of a committee chair is only legally recognised for procedural purposes such as chairing meetings and exercising casting votes. In practice Chairs are recognised as the 'lead member' on the areas and issues within the terms of reference of the Committee concerned. This involves working closely with offices and acting as the Authority's external representatives and 'spokesperson' on those issues
- Lead members (now Member Representatives) need to ensure that in exercising their role that this does not conflict or become confused with the role of the relevant committee chair

3. Our Code of Corporate Governance approved in May 2009 sets out the principles of good governance as guided by the CIPFA/SOLACE framework for 'delivering good governance in Local Government'. Principle 2a refers to ensuring effective leadership throughout the authority and being clear about the roles and responsibilities of members and officers. In our code we say we will:

- 'Ensure our committee structure and decision making processes are efficient and effective with the different roles of Members and staff being clear and understood'
- 'Have in place appropriate systems and guidance to support such structures and ensure effective communication between members and staff in their respective roles'
- 'Have structures in place which enable members to utilise their skills and experience'

Proposed Member Representative Generic Role following briefing session on 19 March:

It is not appropriate to be totally prescriptive about what a Member Representative might do as it will depend to a great extent on the nature of the work programme for the forthcoming year and the skills and experience of the member appointed. However the following is proposed as a generic description of the role.

A Member Representative:

1. Is an external advocate for the NPMP outcome
2. Is aware of the relevant partnerships the Authority is involved in (and whether other members are representing the Authority on outside bodies)
3. Can be a media spokesperson when asked and briefed by the Authority
4. Is a critical friend and sounding board for staff in developing strategic work and discussing potentially contentious/high profile issues on an exception basis
5. Develops knowledge around the outcome and monitors performance progress
6. Has an awareness of the Authority's work relevant to the outcome and shares this externally and internally with other members
7. Influences others (including where possible NPA members with other external links) and in doing so endeavours to change attitudes, behaviour and actions to support NPMP outcomes
8. Brings information back into the organisation
9. Works alongside the Chair/Deputy Chair of the Authority and Chairs/Vice Chairs of Committees

A Member Representative will be supported by:

1. An annual pre business plan meeting to look ahead at key areas for focus and opportunities for involvement in the forthcoming year
2. An agreement on how the Member Representative and lead officer will communicate
3. The member personal development plan process which will help to identify any learning and development needs to fulfil the role and propose how to meet these