

## **Chairman & Vice-Chairman of Council - Special Responsibility Allowance**

I was interested in your comment in the paper (para 7) which reads “In a number of instances, SRA levels are based on multipliers of the Basic Allowance (BA) made to members” and this kicked off a train of thought. {Is there any more data on this I wonder .....the tabulation attached to the papers only mentions this in one case?....otherwise the benchmark data is a bit all over the place....although you may be able to guide us a bit on that of course!}

As you know the multiplier approach is what has generally been adopted by our panel (Leader is BA +2.5xBA, Cabinet member is BA+1.5xBA, Chair of O&S is BA+1.0xBA and District Development/Areas Plans/Licensing is BA+0.75xBA, Member is BA).

I appreciate what is said in the papers about the degree to which the Chairman/Vice-Chairman roles are variable (depending on holder's personality and other commitments).....but see this as really no different to all other Member roles.

Accordingly it seems to me we just have to find a way of “slotting” these “new” (to us) roles into our existing (based on BA multipliers) structure. This reminded me of previous discussion held many years ago about how we might “rank” member roles in a more rigorous way. At that time (almost 10 years ago now) I was advocating not an arduous and lengthy points based “job evaluation” scheme but a much simpler felt fair “paired comparison” method (see attached outline note) based on the Member Role Accountability Statements (dated February 2001 also attached ) we were shown. In the event this fell by the wayside not least because there was no appetite for distinguishing between the portfolio holders.

Nevertheless I still think there is merit in adopting this approach either:

- informally....{after discussion/ input from members do we, the panel, think the roles are bigger/smaller than leader/cabinet member etc.}....or
- more formally getting a representative selection of experienced members/past post holders to do this sort of ranking individually then collate the results and take a consensus view

(the latter would just require them completing some Orange/Apple/Pear sheets and us defining the judgement criteria which I think could just be Knowledge Experience and Skills plus Unique Contribution).

[Interestingly I observe that to maintain the current remuneration the Chairman would need 2.5xBA (at the current 73% implementation).....making this position on a par with the Leader.....and the Vice-Chair 1.0xBA (at the current 73% implementation)....making this position on a par with the Chair of O&S.)

For 1 above we need all members of the panel to hear the input of course....for 2 above we don't as it is in effect some of the members who will lead the judgement by their ranking.....but the panel would somehow need to agree on approach 2 first of course.

S. Lye  
4 January 2017

**PROPOSED PAIRED COMPARISON ROLE EVALUATION  
FOR MEMBERS' SPECIAL RESPONSIBILITY ALLOWANCES**

**The Evaluation Technique**

Paired comparison is a “statistical” technique (comparing each role with each other role) used to produce a role ranking. Paired comparison is not a “scientific” points based system but rather is based on “*felt fair*” judgement. This judgement is made by Panel members who, after discussion about the roles with the benefit of “role descriptions”, allocate points to the role pairs:

- two points if it is considered to be of higher value
- one point if it is regarded as equal worth
- no points if it is less important.

The scores are aggregated and then an overall ranking can be produced. Thereafter the overall consensus rank order may be examined to see where the Panel consider a natural gap to occur between the worth of roles in the rank order (creating different bands of value). The Panel may then, on advice from Officers, apply benchmarks from other authorities in order to determine the relative “worth” of these bands.

[To illustrate the technique....if asked to list a rank order of preference for the fruits Orange, Apple, Plum, and Pear the paired comparison table might look like this:

Orange	0	Apple	2
Orange	2	Plum	0
Orange	2	Pear	0
Apple	2	Plum	0
Apple	1	Pear	1
Plum	0	Pear	2

Each fruit has been compared directly with each other fruit the same number of times (three in this case) and by aggregating the the points the following rank order results:

Apple	5
Orange	4
Pear	3
Plum	0

....and this rank order might indicate a natural gap between the least favoured Plum and the other fruits.]

**The Judgement Criteria**

It is proposed the Panel use the following general judgement criteria in comparing roles:

- *Knowledge, experience and skills* – required to manage the complexity of the member’s role including the length of time required to be fully capable in the role.
- *Unique contribution* – with consideration of how success is measured and the consequences when the role is not performed well.
- *Team leadership* – the level of responsibility, number of people (members and officers) and value of resources managed.

....and that these be drawn out of member accountability statements.

## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Chairman of the Council</b>
<b>Responsible to: The Council</b>
<b>Contact with: Members, Officers, media, external organisations and representatives, Members of Parliament and community.</b>
<b>Purpose of role: To provide civic representation on behalf of the Council at internal and external functions. To chair the Council. To promote the Council and its work. To provide information to the Council and the Cabinet on the views of the community.</b>
<b>Principal Accountabilities:</b> <ol style="list-style-type: none"><li>1. Represent the Council on a non-political basis and fulfil role as the Epping Forest District's first citizen to maintain the civic standing of the Authority and to represent and promote the Council within the community.</li><li>2. Attendance at appropriate civic functions as well as community events to fulfil the role of first citizen.</li><li>3. Act as non-political chair of meetings of the Council to ensure that order is preserved and that matters are considered effectively.</li><li>4. Maintain, develop and build upon good relationships between political and managerial processes to maximise the benefit gained by the community.</li><li>5. Provide a point of contact with the community on civic matters to ensure appropriate information is provided on Council activity.</li><li>6. To provide the principal link between the Council's civic functions and the Chief Executive/Head of Paid Service, the Cabinet, the Leader of the Council, with particular emphasis on the feedback of views of the community as raised through the conduct of civic functions.</li><li>7. To serve on non-executive Committees Sub-Committees Working Groups, Panels Working Groups and Boards as appointed by the Council.</li></ol>
<b>Date: February 2001</b>

**Note: This Role Accountability Statement is issued as a guide to the duties of this position. It may be varied from time to time to meet new working requirements.**

## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Vice-Chairman of the Council</b>
<b>Responsible to: The Council</b>
<b>Contact with: Members, Officers, media, external organisations and representatives, Members of Parliament and community.</b>
<b>Purpose of role: To deputise for the Chairman of the Council. In conjunction with the Chairman of the Council, to promote the Council and its work.</b>
<b>Principal Accountabilities:</b> <ol style="list-style-type: none"><li>1. Represent the Council as Vice-Chairman of the Council on a non-political basis and assist the Chairman of the Council in the role as the Epping Forest District's first citizen to maintain the civic standing of the Authority and to represent and promote the Council within the community.</li><li>2. Attendance at appropriate civic functions as well as community events to fulfil the role of Vice-Chairman.</li><li>3. Act as non-political chair of meetings of the Council (in the absence of the Chairman) to ensure that order is preserved and that matters are considered effectively.</li><li>4. Maintain, develop and build upon good relationships between political and managerial processes to maximise the benefit gained by the community.</li><li>5. Provide a point of contact with the community (in the absence of the Chairman) on civic matters to ensure appropriate information is provided on Council activity.</li><li>6. To support and deputise for the Chairman of the Council in providing a link between the Council's civic functions and the Chief Executive/Head of Paid Service, the Cabinet and the Leader of the Council with particular emphasis on the feedback of views of the community as raised through the conduct of civic functions.</li><li>7. To serve on non-executive Committees Sub Committees Working Groups, Panels Working Groups and Boards as appointed by the Council.</li></ol>
<b>Date: February 2001</b>

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## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Leader</b>
<b>Responsible to: The Council</b>
<b>Contact with: Members, Officers, media, external organisations and representatives, Members of Parliament and community, other Councillors.</b>
<b>Purpose of role: To provide executive leadership of the Council, to maximise available resources and to provide appropriate strategic and operational direction.</b>
<b>Principal Accountabilities:</b>
1. Direct the overall activities of the Executive to ensure that decisions made are well informed, appropriate and fulfil the agreed objectives of the Council and subject to consultation with other members of the Council where appropriate.
2. Develop, implement and review the Executive strategy to fulfil the agreed objectives of the Council.
3. Maintain, develop and build upon good relationships between political and managerial processes to maximise the benefit gained by the community.
4. Provide principal point of contact to all forms of media on areas of Executive activity, as well as the wider Council, to ensure appropriate information is provided on Council activity.
5. Develop policy and budget priorities for the consideration of the Executive and for recommendation to the Council as a whole in line with strategic objectives.
6. Develop role as principal Executive voice at meetings of the Council to provide a response to questions from Members of the Council and the public.
7. To exercise powers delegated by the Executive in relation to the nominated portfolio area within the scheme of delegation operated by the Council, consulting other Councillors as appropriate.
8. Act as the focus for community leadership issues to assist the local economy and the community.
9. To provide the principal link between the Executive and the Chief Executive/Head of the Paid Service.
10. To Chair meetings of the Executive.
11. To Chair meetings of allocated Executive Committees.
12. To work with the Deputy Leader on matters affecting relevant portfolios.
13. To represent the Executive at meetings of Overview and Scrutiny Committees in connection with Cabinet decisions and on allocated portfolios.
14. To serve on non-executive Committees, Sub-Committees, Panels, Boards and Working Groups as appointed.
<b>Date: February 2001</b>

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## **MEMBER ROLE ACCOUNTABILITY STATEMENT**

<b>Role Title: Member of the Executive (Portfolio Holder)</b>
<b>Responsible to: Leader of Council, Executive and Council</b>
<b>Contact with: Members, Officers, media, external organisations and representatives, Members of Parliament and community, other Councillors.</b>
<b>Purpose of role: Contribute to decisions made by the Executive on all areas within its remit. Oversee and implement activities within specific portfolio areas.</b>
<b>Principal Accountabilities:</b> <ol style="list-style-type: none"><li>1. Contribute to the overall activities of the Executive to ensure that decisions made are well informed, appropriate and fulfil the agreed objectives of the Council.</li><li>2. Contribute to the development, implementation and review of the Executive strategy to fulfil the agreed objectives of the Council.</li><li>3. Maintain, develop and build upon good relationships between political and managerial processes to maximise the benefit gained by the community.</li><li>4. Provide principal point of contact to media on appropriate portfolio areas to provide a clear, well-informed response as required.</li><li>5. Provide leadership on agreed key portfolio area of responsibility to establish clear strategy for implementation of areas under consideration, in line with Council objectives and consulting other Councillors as appropriate.</li><li>6. Establish role as key spokesperson on issues relating to portfolio area both internally and externally to ensure that responses are informed, and up to date.</li><li>7. As directed in legislation to exercise powers delegated by the Executive in relation to the nominated portfolio area, within the scheme of delegation approved by the Council and consulting other Councillors as appropriate.</li><li>8. Provide the link between the Executive and appropriate officers for the specified portfolio.</li><li>9. To represent the Executive at Overview and Scrutiny Committees on matters relating to allocated portfolio.</li><li>10. To Chair Executive Committees as allocated.</li><li>11. To serve on non-executive Committees, Sub-Committees, Panels, Boards and Working Groups as appointed.</li></ol>
<b>Date: February 2001</b>

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## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Chairman of Overview and Scrutiny Committee</b>
<b>Responsible to: The Council</b>
<b>Contact with: Members, Officers, media, external organisations and representatives, Members of Parliament and community</b>
<b>Purpose of role: To chair meetings of appropriate Overview and Scrutiny Committee and facilitate the call in, service review and monitoring role of that Committee</b>
<b>Principal Accountabilities:</b> <ol style="list-style-type: none"><li>1. Chair meetings of an Overview and Scrutiny Committee to which appointed to ensure that they operate in an efficient and effective manner.</li><li>2. Ensure that the five-year service review programme for Best Value purposes is agreed, monitored and achieved within the agreed timescales.</li><li>3. Ensure that proper arrangements exist for the Overview and Scrutiny Committee to review performance, scrutinise cabinet decisions, facilitate the "call in" procedure when activated in accordance with the Council's constitution and statutory requirements.</li><li>4. Act as focus for liaison with appropriate Executive members, the full Executive or the Leader/Deputy Leader in respect of matters within the terms of reference of the Overview and Scrutiny Committee concerned.</li><li>5. To act as a point of contact in respect of all non-executive Councillors in respect of all aspects of the Overview and Scrutiny Committee's brief.</li><li>6. To consult with the Leader of the Council in relation to any proposal of the Executive to make a key decision on grounds of urgency which affects the terms of reference of the Overview and Scrutiny Committee.</li><li>7. To act as spokesperson for the Overview and Scrutiny Committee with the media, taking officer advice as necessary.</li><li>8. To liaise with relevant officers concerning the work of the Overview and Scrutiny Committee.</li></ol>
<b>Date: February 2001</b>

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## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Chairman of Panel/Committee/Board/Area Plans Sub-Committees</b>
<b>Responsible to: The Council</b>
<b>Contact with: Members, Officers, media, external organisations and representatives, Members of Parliament and community</b>
<b>Purpose of role: To chair effectively meetings of appropriate Boards Panels and Committees</b>
<b>Principal Accountabilities:</b> <ol style="list-style-type: none"><li>1. Responsible for efficient conduct of Board/Panel Committee meetings etc ensuring that decisions are properly taken, and are in accordance with the Council's Standing Orders and statutory requirements.</li><li>2. Provide the opportunity for effective and appropriate contributions to be made by Board/Panel/Committee members on all approved subject areas under consideration within the Panel/Committee remit.</li><li>3. Act as Lead Member for the Group where appointed on the subject area of Panel/Committee.</li><li>4. Respond to consultation on matters, which are the subject of the Panel/Committee between meetings to provide a speedy resolution to urgent matters.</li><li>5. Discuss with officers matters which are being researched and developed to ensure that appropriate recommendations are achieved.</li><li>6. Maintain, develop and build upon good relationships between political and managerial processes to maximise the benefit gained by the community.</li><li>7. Provide a point of contact to media on areas within the remit of the Panel/Committee to provide a clear well-informed response as required.</li><li>8. Provide a link with the Head of Paid Service in relation to the work of the Panel/Committee.</li></ol>
<b>Date: February 2001</b>

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## MEMBER ROLE ACCOUNTABILITY STATEMENT

<b>Role Title: Member of the Council</b>
<b>Responsible to: The Council</b>
<b>Contact with: Members, Officers, media, external organisations and representatives, Members of Parliament and community</b>
<b>Purpose of role: To participate in the decision making of the Council and represent the interests of the local community within the ward.</b>
<b>Principal Accountabilities:</b> <ol style="list-style-type: none"><li>1. To contribute to the discussion and determination of Council policies and the budget.</li><li>2. To represent the interests of the community at meetings of the Council and its constituent bodies to ensure that decisions taken take account of community views.</li><li>3. Develop effective systems for communication, liaison and consultation with the local community and individuals within it.</li><li>4. Assist constituents with matters concerning services provided by the Council.</li><li>5. Act as the Council's appointee on outside bodies to ensure that the needs of the community are considered and to provide linkages with the Council.</li><li>6. Maintain, develop and build upon good relationships between political and managerial processes to maximise the benefit gained by the community.</li><li>7. Provide a point of contact to media on appropriate ward issues to provide a clear well-informed response as required.</li><li>8. Provide the link with the officers on constituency matters.</li><li>9. To participate in Overview and Scrutiny Committees and other non-executive Boards, Panels and Committees, Sub-Committees and Working Groups as appointed by the Council.</li></ol>
<b>Date: February 2001</b>

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