**PART K Member Role Profile**

**K1 CONTEXT**

J1.1 The Authority was set up with purposes and duties to which it must adhere. These statutory purposes are:

* To conserve and enhance the natural beauty, wildlife and cultural heritage of the Lake District National Park; and
* To promote opportunities for the understanding and enjoyment of the special qualities of the National Park by the public.

and in pursuing those purposes there is a duty:

* To seek to foster the economic and social well-being of local communities within the National Park by working closely with the agencies and local authorities responsible for these matters.

K1.2 As an Authority Member you are nominated/appointed to represent all the interests of communities, visitors and the many organisations working in the National Park or have a contribution to make to it without preferring any interest over another.

K1.3 In addition you must have consideration for section 62 of the Environment Act 1995. This makes it clear that if National Park purposes are in conflict and cannot be resolved then its first purpose must have priority. This is known as the ‘Sandford Principle’ and stems from the Sandford Committee’s recommendation, in 1974, that enjoyment of the National Parks ‘shall be in a manner and by such means as will leave their natural beauty unimpaired for the enjoyment of this and future generations’. In other words**:** If there is a conflict between protecting the environment and people enjoying the environment, that can't be resolved by management, then protecting the environment is more important.

K1.4 The Vision for the Lake District National Park is a Partnership Vision that has been agreed by the partner organisations on the Lake District National Park Partnership.

K1.5 The Lake District National Park Partnership, with us as an equal member, works to realise the Vision. The elements of the Vision are:

The Lake District National Park will be an inspirational example of sustainable development in action.

A place where its prosperous economy, world class visitor experiences and vibrant communities come together to sustain the spectacular landscape, its wildlife and cultural heritage.

Local people, visitors and the many organisations working in the National Park or have a contribution to make to it, must be united in achieving this.

K1.6 The Partnership Plan for the National Park is created by the Lake District National Park Partnership and includes actions to be delivered by all the partners and other stakeholders. The Authority adopts the Partnership Plan as the Authority’s statutory five year National Park Management Plan. The actions on which we lead are translated into our own Business Plan. The Business Plan includes our priorities for the Lake District National Park and key actions we will take over the next three years.

K1.7 The overall purpose of the Members is to ensure that the Authority fulfils National Park purposes to the full and in a way that best suits the special characteristics of the Park. Members have a duty to

* achieve efficient, effective and accountable governance of the Authority in the best interests of the National Park;
* provide leadership, scrutiny and direction for the organisation as a whole – balancing and integrating environmental, social and economic considerations;
* discharge the functions of the Authority; and
* steer and champion the management of the Authority so that it delivers benefits to the nation and its local communities in accordance with National Park purposes.

**K2 ROLE OF ALL MEMBERS**

K2 Collectively our members are the ultimate policy-makers and leaders for the organisation. Members are expected to:

* act with independent judgement;
* use their skills, experience and local, regional and national knowledge for the benefit of the Authority;
* collectively participate in the development of policy direction, strategic thinking and innovation within the Authority, through the development of management policy, business plans and participation in the activities of the Authority’s Committees and Task and Finish Groups;
* be committed to working in the best interests of the National Park;
* influence the Authority to help it come to informed and balanced decisions;
* seek clarification of policy and action proposals if appropriate;
* challenge proposals that exceed or go against the statutory purposes of the Authority;
* accept collective responsibility for the decisions of the Authority and represent the view or decision of the Authority once a decision has been reached;
* approve and monitor programmes to implement the Authority’s policies;
* contribute opinions and advice from local, regional and national perspective;
* work with Members, Officers and stakeholders to apply the principles of sustainable development and the principles of National Parks to all decision-making;
* be an ambassador for the National Park. When speaking to any external body about issues affecting the Lake District National Park Authority members should be clear whether they are speaking on behalf of the Authority, on behalf of their appointing body, on behalf of another group of which they may be a member. Where the member is present at an external event by invitation of the Authority, the member should consider themselves being present in their capacity as a member of the Authority and conduct themselves accordingly. At all times, members must be aware that all comments they make, no matter the capacity in which they are made, will reflect on the Lake District National Park Authority. When speaking publicly for another body, on a matter that contradicts the Authority’s’ position members must to make clear who they are representing, preferably at the beginning of the meeting/ conversation;
* help to promote the profile and effectiveness of the Family of National Parks both through the work of the LDNPA, co-operative action such as peer support and peer review and co-operation with Defra, Natural England and the Association of National Park Authorities/National Parks England;
* lead by example and demonstrate compliance with the priorities, values and behaviours of the Authority and with our Code of Corporate Governance, Members’ Code of Conduct and Members’ Handbook.
* ensure the financial strength and high performance of the Authority;
* deal with the appointment (and if necessary the dismissal) of the Chief Executive;
* manage the performance of the Chief Executive with particular reference to organisational leadership, external relations and the relationship with Members;
* set and maintain a framework of delegation and internal control;
* agree or ratify all policies and decisions on matters that might create significant risk to the Authority, financial or otherwise; and
* maintain an appropriate level of understanding on those national, regional and local issues that impact upon the work of the Authority.

**K3 BEHAVIOURS**

K3.1 We have adopted formal Codes of Conduct defining standards of personal behaviour for [Members](https://lakedistrictgovuk.sharepoint.com/%3Aw%3A/r/sites/WayMarkerOurOrganisation/_layouts/15/Doc.aspx?sourcedoc=%7BE002FC33-EA1E-4FBB-B5FB-E653FC724FA8%7D&file=PART%20I%20Member%20Code%20of%20Conduct%202021.docx&action=default&mobileredirect=true) and [Officers](https://lakedistrictgovuk.sharepoint.com/%3Aw%3A/r/sites/WayMarkerOurOrganisation/_layouts/15/Doc.aspx?sourcedoc=%7BD338228F-C90C-492F-8B3F-A59A54AF425F%7D&file=PART%20M%20Officer%20Code%20of%20Conduct.docx&action=default&mobileredirect=true). Members have also agreed and adopted [Guidance](https://lakedistrictgovuk.sharepoint.com/%3Aw%3A/r/sites/WayMarkerOurOrganisation/_layouts/15/Doc.aspx?sourcedoc=%7B40A2D5EF-EB59-490C-B877-3BF5C159F3BF%7D&file=PART%20J%20Guidance%20on%20Code%20of%20Conduct%20for%20members.doc&action=default&mobileredirect=true) as to assist them in understanding the Member Code of Conduct.

K3.2 We maintain the Governance Committee to raise awareness and take the lead in ensuring high standards of conduct are embedded within the Authority’s culture. The Governance Committee has oversight of the Member Code of Conduct, the Guidance and the Member Role Profile to ensure that Members undertake their duties in an appropriate manner.

K3.3 The Authority has put in place arrangements to ensure that Members and Officers of the Authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders; ensuring that these arrangements are workable by means of the Authority’s [Anti-Fraud, Theft and Corruption Policy](https://lakedistrictgovuk.sharepoint.com/%3Aw%3A/r/sites/WayMarkerOurOrganisation/_layouts/15/Doc.aspx?sourcedoc=%7B77BB26EF-C3B4-4E88-B404-B1FCF02455BF%7D&file=PART%20O%20Anti%20Fraud%20Theft%20and%20Corruption%20Policy.doc&action=default&mobileredirect=true); [Confidential Reporting Policy](https://lakedistrictgovuk.sharepoint.com/%3Aw%3A/r/sites/WayMarkerOurOrganisation/_layouts/15/Doc.aspx?sourcedoc=%7B414BB25B-84C7-47DC-A820-05BF35C3E8CF%7D&file=PART%20P%20Confidential%20Reporting%20Policy%20Whistleblowing.doc&action=default&mobileredirect=true)[; Members and Officers Working Together Policy](https://lakedistrictgovuk.sharepoint.com/%3Aw%3A/r/sites/WayMarkerOurOrganisation/_layouts/15/Doc.aspx?sourcedoc=%7BB5AE0742-317E-447F-8212-AFB63B3B1D42%7D&file=PART%20N%20Members%20and%20Officers%20Working%20Together%20.docx&action=default&mobileredirect=true) and declaration of interests processes set out in the Member and Officer Codes of Conduct.

K3.4 We have also adopted values for Members and Officers. [Our values](https://lakedistrictgovuk.sharepoint.com/sites/WaymarkerPeople/SitePages/Our-values-and-Behaviours.aspx) support the delivery of our Purposes and Vision; they are our identity. Our values specify how we will accomplish our goals; they help guide how we make decisions. Our values underpin our policies, procedures and strategies because they provide an anchor and a reference point for all things that happen at the Lake District National Park Authority.

**K4 RIGHTS AND DUTIES**

K4.1 In order to fulfil their roles, Members will be expected to:

* attend and contribute to regular meetings of the Authority, its committees and working groups and raise issues of concern through the established procedures and mechanisms adopted by the Authority. In doing so members should consider the context of the meeting and the stage at which the matters are being discussed. The following “traffic light” system for discussions may be useful:
	+ - * + Green – this matter is open for full discussion. Members will be expressing all points of view to enable a direction of travel to be determined and policies to be drawn up. A “green” meeting would be one such as a strategy away day or an Away Hour.
				+ Amber – open discussion has already clarified most issues that have been addressed. Discussion should be restricted to focused points to permit a final decision to be made. Most Authority reports would fall into this category.
				+ Red – a decision has been made and no further discussion is desirable. This occurs once recommendations have been agreed;
* read and understand, and seek clarification where necessary from Lead Officers, of briefing material provided for meetings to be properly prepared for any debate on issues across the full range of the Authority’s responsibilities ;
* champion and represent the Authority as an effective mechanism for promoting conservation of the Park’s natural beauty, wildlife and cultural heritage, increasing public understanding and enjoyment of its special qualities and maintaining the social and economic wellbeing of local communities;
* attend appropriate training courses, briefing sessions and events arranged or sponsored by the Authority and the Association of National Park Authorities;
* adhere to the Standards of Conduct, Accountability and Openness of the National Park Authority including complying with the Member Code of Conduct (Part I of the Handbook);
* embrace the Government’s programme for Implementing Electronic Government;
* act as leaders within the organisation and ambassadors within the community; and
* have regard to our Members and Officers Working Together policy.

K4.2 In addition to the above, the Chair and Deputy Chairs of the Authority and of each committee have additional responsibilities that are set out in Annex 2 below.

**K5 PERFORMANCE MEASUREMENT**

K5.1 The Authority, in line with guidance from Defra, has put in place measures to assess the performance of Members.

K5.2 Members are expected to attend 75% of the full Authority meetings and Committee meetings which that member could have attended. The purpose is to monitor Member’s participation and commitment to their Membership of the Authority.

K5.3 Members are expected to attend 75% of approved external meetings and events which that member could have attended. This isto ensure an even distribution of workload between Members, and to monitor this workload in line with ‘reasonable expectations’ of the time commitment Members are expected to make to Authority work.

**Annex 1 – Role of the Chair and Deputy Chair of the Authority and each committee**

**Chairman of the Authority**

**Purpose**

1. To provide effective political leadership and strategic direction for the Authority.
2. To ensure effective Corporate Governance.
3. To provide effective stewardship of the Authority.
4. To chair the meetings of the Authority and ensure that they achieve the terms of reference.
5. To ensure that the Authority delivers high quality, value for money services.

**Duties and Responsibilities**

1. To provide leadership to the Authority.
2. To ensure effective Corporate Governance and to encourage the highest standards of probity.
3. To be responsible for the Authority’s corporate and resource strategies.
4. To be the key member contact for outside organisations.
5. To be the representative voice of the Authority, for example, in its dealings with Central Government, other National Park Authorities and their Associations and to positively promote the authority as a whole in the media.
6. To promote the long term financial, business and economic stability of the Authority
7. To communicate the Authority’s policies and priorities to the Executive Board and to receive their advice.
8. When unavailable for a meeting, the Chairman will arrange for another member to be briefed and chair the meeting.
9. To aim to attend all pre-Authority briefings accompanied by the Deputy Chairman.
10. To chair meetings of the Authority in a fair and open manner in accordance with the procedures of the committee, the law relating to local authority meetings, the Authority’s standing orders for meetings, and allow applicants and objectors to put their arguments to the committee.
11. To guide, with the assistance of officers, the Authority to reach decisions based on the information presented to it.
12. To offer and where accepted carry out Member Reviews annually with each member of the Authority such reviews to be focused on training and the member’s role within the Authority

**Skills required**

1. Good communication and interpersonal skills.
2. To have the ability to analyse and grasp complex issues.
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks as they impact upon the work of the Authority.
4. A clear understanding of the operation of the Authority, including the economic and social situation within the Lake District.
5. Business and financial acumen, including the ability to understand the Authority’s budget.
6. Effective leadership skills.
7. The ability to chair meetings and facilitate open discussion.
8. The ability to work effectively with the Authority’s managers, Officers and volunteers; the public, the media and outside organisations.

**Deputy Chairman of the Authority**

**Purpose**

1. To assist and work with the Chairman of the Authority to provide effective leadership and strategic direction for the Authority.
2. To assist the Chairman of the Authority with his/her other responsibilities such as ensuring effective Corporate Governance and Stewardship of the Authority and to ensure the Council delivers high quality, value for money services.
3. Where appropriate and where permissible under the Authority’s Member’s Handbook to act in the absence of the Chairman of the Authority.

**Duties and Responsibilities**

1. To assist and work with the Chairman of the Authority in delivering his/her responsibilities to the Authority.
2. To deputise for the Chairman of the Authority in his/her absence.
3. In the Chairman of the Authority’s absence to carry out the requirements of his/her job profile so far as legally possible and permissible.
4. To carry out such other duties as delegated by the Chairman of the Authority.

**Skills required**

1. Good communication and interpersonal skills.
2. To have the ability to analyse and grasp complex issues.
3. A good understanding of how local, national and European government operates, including the statutory and financial frameworks as they impact upon the work of the Authority.
4. A clear understanding of the operation of the Authority, including the economic and social situation within the Lake District.
5. Business and financial acumen, including the ability to understand the Authority’s budget.
6. Effective leadership skills.
7. The ability to chair meetings and facilitate open discussion.
8. The ability to work effectively with the Authority’s managers, Officers and volunteers; the public, the media and outside organisations.

**Chairman of Committees including Development Management or
Rights of Way Committee (which have a regulatory role)
Purpose**

1. To provide leadership and clear direction to the Committee.
2. To demonstrate to the public, applicants, objectors, fair and open decision making by or on behalf of the Committee.
3. To ensure that adequate resources (financial and Officers support) are identified and sought from the Authority.
4. To chair and manage Committee meetings and ensure the Committee achieves its terms of reference.

**Duties and Responsibilities**

1. To lead by example and encourage Committee members to obtain necessary skills to contribute to the work of the Committee and to work with Officers to provide training if necessary.
2. To engage all members of the Committee in its activities.
3. To lead the Committee, in consultation with officers, in prioritising its work.
4. To develop a constructive relationship with the relevant Director and their Officers.
5. To be willing to learn about the professional disciplines and services relevant to the work of the Committee.
6. When unavailable for a meeting, the Chairman will arrange for another member to be briefed and Chair the meeting.
7. To aim to attend all committee briefings accompanied by the Deputy Chairman.
8. To chair the committee in a fair and open manner in accordance with the procedures of the committee, the law relating to local authority meetings, the Authority’s standing orders for meetings, and allow applicants and objectors to put their arguments to the committee.
9. To guide, with the assistance of officers, the committee to reach decisions based on the information presented to it.
10. To keep all members informed of the work of the committee.

**Skills Required**

1. Good communication and interpersonal skills.
2. Leadership and excellent chairmanship skills.
3. Project and time management skills.
4. Ability to influence and work constructively with members, officers, the public, external advisors and outside organisations.
5. Ability to work as part of a team.