



This document sets out duties and responsibilities of Members appointed to the Board

## 1 Board Member Duties

### 1.1 All Board Member Duties and Responsibilities (*Defra 2006*)

#### 1.1.1 Board

- The duties of the Board as a whole and its individual Members are summarised below.
- Establish and maintain vision, mission and values
- Determine/maintain the Board's vision and mission to guide and set the pace for its current operations and future development.
- Determine/maintain the values to be promoted throughout the Board.
- Determine/maintain and review the Board's goals.
- Determine/maintain the Board's policies.

#### 1.1.2 Decide strategy and structure

- Review and evaluate present and future opportunities, threats and risks in the external environment; and current and future strengths and weaknesses and risks relating to the Board.
- Determine strategic options, select those to be pursued, and decide the means to implement and support them.
- Determine the business strategies and plans that underpin the Board's strategy.
- Ensure that the Board's organisational structure and capability are appropriate for implementing the chosen strategy.

#### 1.1.3 Delegate to management

- Delegate authority to management, and monitor and evaluate the implementation of policies, strategies and business plans.
- Determine monitoring criteria to be used by the Board.
- Ensure that internal controls are effective.
- Communicate with senior management.

#### 1.1.4 Exercise accountability to those that pay for the service and be responsible to relevant stakeholders

- Ensure that communications both to and from those that pay for the service and relevant stakeholders are effective.
- Understand and take into account the interests of those that pay for the service and relevant stakeholders.
- Monitor relations with those that pay for the service and relevant stakeholders by the gathering and evaluation of appropriate information.
- Promote the goodwill and support of those that pay for the service and relevant stakeholders.

The Board is not responsible for day to day operation. It is responsible for setting the strategic direction of the Board and monitoring its activities by means of internal audit



and formal schemes of delegation. It is failure to do this rather than an actual transgression which will get the Board in trouble.

## 1.2 Duties and Responsibilities of the Chairman

- To direct the business of the Board inside and outside Board Meetings in accordance with Standing Orders and Procedures.
- To act for, and on behalf of, the Board at Meetings in all matters relating to Policy Development at a Strategic, Regional or National Level.
- For smaller Boards, to authorise all payments as agreed under the Board's Financial Procedures and Scheme of Delegation.
- The Chairman is responsible for:
  - Upholding the highest standards of integrity and probity.
  - Setting the agenda, style and tone of Board discussions to promote effective decision making and constructive debate.
  - Promoting effective relationships and open communication, both inside and outside the boardroom, between Members and the Senior Management Team.
  - Building an effective and complementary Board within the confines of the legislation, initiating change and planning succession, subject to Board approval.
  - Promoting the highest standards of governance and compliance with Standing Orders and Procedures.
  - Ensuring a clear structure for the effective running of Board Committees.
  - Ensuring effective implementation of Board decisions.
  - Establishing a close relationship of trust with the Chief Executive/Clerk, providing support and advice while respecting executive responsibility.
  - Providing coherent leadership of the Board, including representing the Board and understanding the views of stakeholders.

## 1.3 Duties and Responsibilities of the Vice Chairman

The duties of the Vice Chairman are in the absence of, or in addition to, the Chairman, as above or as agreed in any Scheme of Delegation, Financial Regulations and Standing Orders.

## 1.4 Duties and Responsibilities of a Board Member

- Whilst the Board is made up of two types of members (elected and nominated) each have a duty to perform a similar role and should fully participate in the running of the Board. This can be reasonably interpreted as involving:
  - Familiarisation with the Board's area and its workings.
  - Addressing agricultural and urban land drainage, flood management and environmental issues, with each making input related to their background and experience.
  - Acting in the overall interest of the Board and not in the sole interest of a particular area of affiliation.
  - Full participation in the Board's affairs including attending all board meetings unless prevented by ill health or similar severe circumstances.
  - Declaration of any pecuniary or non-pecuniary interests on any item on the agenda.
  - Acting in accordance with the Board's Standing Orders and Financial Regulations.

Representing the rate payers and residents in the Board's district, including both receiving information for the Board and the dissemination of the Board's decisions.

