

5.6 MEMBERS' ROLES AND RESPONSIBILITIES

DISTRICT COUNCILLOR

Role Purpose;

- To participate constructively in the good governance of the District.
- To contribute actively to the formation and scrutiny of the Authority's policies, budget, strategies and service delivery.
- To represent effectively the interests of the ward for which the Councillor was elected, and deal with constituents' enquiries and representations.
- To champion the improvement of the quality of life of the community in terms of equity, economy and environment.
- To represent the Council effectively, when appointed to an outside body, such as a charitable trust or association, etc.
- To act at all times with probity and propriety in the best interest of the Council.

Duties and Responsibilities;

- To fulfil the statutory and locally determined requirements of an elected member of a local authority and the Authority itself, including compliance with all relevant codes of conduct, and participation in those decisions and activities reserved to the full Council (e.g. setting budget, overall priorities and strategy).
- To participate effectively as a member of any ~~committee~~ Committee or Panel or Working Party to which the Councillor is appointed, including related responsibilities for the services falling within the Committee's (or Panel's) terms of reference, and its liaison with other public bodies to promote better understanding and partnership working.
- To participate in the activities of any outside body to which the Councillor is appointed, reporting back to the Council and providing two-way communication between the organisations. Also, for this purpose, to develop and maintain a working knowledge of the Authority's policies and practices in relation to that body and of the community's needs and aspirations in respect of that body's role and functions.
- To participate in the scrutiny or performance review of the services of the Authority including, where the Authority so decides, the scrutiny of policies and budget, and their effectiveness in achieving the strategic objectives of the Council.

Part 5 Codes and Protocols - Members' Roles and Responsibilities
Last Updated ~~April 2023~~ ~~May 2024~~

- To maintain satisfactory attendance at meetings in accordance with local requirements.
- To participate, as appointed, in consultative processes with the community and with other organisations.
- To provide a link between the Authority and the community, through the various forums available.
- To develop and maintain a working knowledge of the Authority's services, management arrangements, powers/duties, and constraints, and to develop good working relationships with relevant officers of the Authority.
- To develop and maintain a working knowledge of the other organisations and services which serve the District.
- To contribute constructively to open government and democratic renewal through active encouragement to the community to participate generally in the democratic process.
- To conduct the business of the Council within the Council and not to make inappropriate use of the written or broadcast media.
- To maintain confidentiality in all relevant Council business.
- To find a suitable substitute and to brief them on the meeting due to be attended, on occasions when personal attendance is not possible and where substitutes are permissible.
- Not individually to seek to instruct officers and to act in accordance with the Protocol on Member/Officer Relations and the Elected Member/ Officer Communications Protocol at all times when dealing with officers.
- Be responsible for continuous personal development, engaging in available opportunities for training and development to build on understanding and knowledge, and to develop relevant skills.

Skills Required;

- Good communication and Interpersonal skills.
- Ability to relate and deal with the public in a professional and timely manner.
- Ability to work effectively with Council officers and outside organisations.
- Community Leadership skills.

EXECUTIVE MEMBERS

Role Purpose;

- To provide collective and individual leadership as part of the Executive.
- To undertake lead responsibility for allocated portfolios.
- To contribute effectively towards the strategic direction of the Council.

Duties and Responsibilities;

- Participate effectively as a Member of the Executive – take joint responsibility with colleague Executive Members for all actions and be accountable collectively. Challenge issues prior to making decisions if felt appropriate to do so. Ensure appropriate regard to the community's interests and to any equalities and diversity issues. Encourage openness and honesty.
- To take joint responsibility for proposing the budget and policy framework to the full Council, and for discharging executive functions in accordance with the budget and policy framework.
- Shape and develop the Strategic priorities and vision of the Council, participating in debates and discussion about policy issues across the range of services provided by the Council.
- Act as the Lead Member for a particular portfolio as may be determined by the Leader of the Council, but in doing so, have regard to the overall collective responsibilities of the Executive and the Council's corporate policy objectives. Champion the portfolio concerned within that strategic context.
- Recognise the differing roles of members and officers in the Council's Constitution.

In connection with the portfolio;

- Build good relationships with appropriate senior officers and work with them in developing policy or strategic issues prior to formal reporting. Be supportive in dealing with any problems at a strategic level.
- Keep abreast of related developments and policies at national, regional and local level.
- Enhance the Council's reputation through taking the national stage where possible and participating in regional and national networks.

Part 5 Codes and Protocols - Members' Roles and Responsibilities
Last Updated ~~April 2023~~ ~~May 2024~~

- Aim for Bolsover to be at the forefront of service development and provision where possible; take an active interest in related performance indicators and rankings, including visiting other councils to observe examples of good practice.
- Represent the Executive at the relevant Scrutiny Committee in connection with any related matter that may be requisitioned (called-in) or otherwise scrutinised.
- Be aware of issues of importance to the community and other stakeholders concerning portfolio services.
- Be aware of key budgetary issues by regular monitoring of all income and expenditure affecting the portfolio of the Executive Member.
- Represent the Council on external bodies, as appointed, and feedback to the Executive any issues of relevance/importance.
- Facilitate a corporate leadership role where appropriate to do so, and foster links through partnerships.
- Be responsible for continuous personal development. Take advantage of learning opportunities to build on understanding and knowledge, and to develop relevant skills.
- Along with colleagues, Executive Members and the Senior Leadership Team~~Strategic Alliance Management Team~~, be available as appropriate for other Members to discuss any queries or matters of concern.
- To develop and maintain a positive and constructive relationship with the Senior Leadership Team~~Directors and Heads of Service~~.
- To positively promote the portfolio and where appropriate to act as the spokesperson with the media for that portfolio area only.

Skills Required;

- Good communication and interpersonal skills.
- Ability to analyse and grasp complex issues.
- An understanding of national and local government statutory and financial frameworks.
- An understanding of the Council, including the economic and social situation within Bolsover District.

- The ability to understand the Council's budget especially in respect of the relevant portfolio.
- Leadership skills.
- Political knowledge and awareness.
- Ability to work effectively with Council officers, the public, the media and outside organisations.
- Ability to work as part of a team.

Note: The above duties and responsibilities are in addition to the Member's role as a District Councillor.

JUNIOR EXECUTIVE MEMBERS

Role Purpose;

- Junior Executive Members are Members appointed by the Leader to work with an Executive Member to build up resilience in decision making process by sharing experience and knowledge
- Junior Executive Members will take forward particular projects and programmes at the request of their Executive Member
- Most Junior posts will range across the functions of the Executive Member but it is a matter for each individual Executive Member, after discussion with the Leader of the council, to establish any limits or conditions on the ways in which the Junior will operate.

Duties and Responsibilities;

- To undertake specific tasks, research and investigations and attend conferences, seminars and meetings, as requested by the Executive Member, so as to keep abreast of current policy and development initiatives;
- To attend Cabinet briefings on behalf of the Executive Member
- Attend (but not vote) at Executive meetings on behalf of the Executive Member
- Undertake such responsibilities as may arise or be required from time to time other than decision making
- Assist the Executive Member to manage their workload and deal with such issues or projects (whether long term or time limited) as shall be agreed with them
- May be invited to attend formal and informal functions on behalf of an Executive Member, except for official openings or ceremonies or events where a formal speech is required, in which case, in the event of the absence of the Executive Member, the Chair or another Executive Member will normally represent the Council
- Where the rules of an outside body permit, Junior Executive Members may accompany (but not deputise for) Executive Members serving on outside bodies
- Liaise with non-executive members in order to ensure that the Executive Member is fully aware of issue which are of concern to Members

- Appear before a Scrutiny Committee where the Executive Member cannot attend or where the Assistant has focused on the particular project or programme. (However, the Scrutiny Committee may also request the Executive Member to attend on a further occasions)
- Be a member of a Scrutiny Committee which does not relate to his or her Cabinet Member's portfolio;

However, a Junior Executive Member cannot:

- Take decisions
- Deputise for an Executive Member at Council Meetings
- Be a member of the Scrutiny Committee which scrutinises his or her Executive Member's portfolio.

In connection with the portfolio;

- Build good relationships with appropriate senior officers and work with them in developing policy or strategic issues prior to formal reporting. Be supportive in dealing with any problems at a strategic level.
- Keep abreast of related developments and policies at national, regional and local level.
- Assist the Executive Member in enhancing the Council's reputation through taking the national stage where possible and participating in regional and national networks.
- Aim for Bolsover to be at the forefront of service development and provision where possible; take an active interest in related performance indicators and rankings, including visiting other councils to observe examples of good practice.
- Be aware of issues of importance to the community and other stakeholders concerning portfolio services.
- Be aware of key budgetary issues by regular monitoring of all income and expenditure affecting the portfolio of the Executive Member.
- Represent the Council on external bodies, as appointed, and feedback to the Executive any issues of relevance/importance.
- Facilitate a corporate leadership role where appropriate to do so, and foster links through partnerships.

Part 5 Codes and Protocols - Members' Roles and Responsibilities
Last Updated ~~April 2023~~ May 2024

- Be responsible for continuous personal development. Take advantage of learning opportunities to build on understanding and knowledge, and to develop relevant skills.
- Along with colleagues, Executive Members and the Senior Leadership Team, be available as appropriate for other Members to discuss any queries or matters of concern.
- To develop and maintain a positive and constructive relationship with the Senior Leadership Team.
- To positively promote the portfolio and where appropriate to act as the spokesperson with the media for that portfolio area only.

Skills Required:

- Good communication and interpersonal skills.
- Ability to analyse and grasp complex issues.
- An understanding of national and local government statutory and financial frameworks.
- An understanding of the Council, including the economic and social situation within Bolsover District.
- The ability to understand the Council's budget especially in respect of the relevant portfolio.
- Leadership skills.
- Political knowledge and awareness.
- Ability to work effectively with Council officers, the public, the media and outside organisations.
- Ability to work as part of a team.

Note: The above duties and responsibilities are in addition to the Member's role as a District Councillor.

SCRUTINY MEMBERS

Role Purpose;

- To act as a critical friend, challenging policymakers and decision makers.
- To operate independently, free from political bias.
- To hold the Executive to account.
- To enable the voice and concerns of the public to be heard.

Duties and Responsibilities;

Members of Scrutiny Committees have the following powers:

- Review or scrutinise decisions or actions taken by the Executive.
- Make reports to the Council or the Executive in respect of the discharge of Executive functions.
- Review or scrutinise decisions made or actions taken which are not the responsibility of the Executive.
- Make reports or recommendations to the authority or the Executive in respect of decisions or actions which are not the responsibility of the Executive.
- Make reports or recommendations to the authority or the Executive on matters which affect the authority's area or inhabitants of that area.
- Assist the Executive in policy and strategy formulation and develop recommendations on the budget and policy framework when examining the Executive's proposals, prior to approval.
- Review performance management information, finance information, risk reports and complaints data.
- Review delivery by partner organisations.
- Carry out pre-decision scrutiny – where Members consider a planned decision before it is made by the Executive.

Skills required;

- Good communication and interpersonal skills.

- Ability to analyse and grasp complex issues.
- An understanding of national and local government statutory and financial frameworks.
- An understanding of the Council, including the economic and social situation within Bolsover District.
- The ability to understand the Council's budget especially in respect of the relevant portfolio.
- Ability to influence and work constructively with Members, officers, the public and outside organisations.
- Ability to work as part of a team.

Note: The above duties and responsibilities are in addition to the Member's role as a District Councillor.

LEADER OF THE COUNCIL

Role Purpose;

- To provide effective political leadership and strategic direction for the Council.
- To ensure effective Corporate Governance.
- To provide effective stewardship of the Council.
- To chair the Executive and ensure that it achieves its terms of reference.
- To ensure that the Council delivers high quality, value for money services.

Duties and Responsibilities;

- To provide the political leadership to the Council, including proposing the policy framework within which the Council will operate and to take such executive action as may be delegated by the Authority.
- To ensure effective Corporate Governance including working with opposition groups to seek to achieve where possible cross party co-operation.
- To lead the Executive and be responsible for the Council's corporate and resource strategy.
- To ensure that the Executive achieves its terms of reference both collectively and as individual portfolio holders.
- To ensure the effective integration of roles, responsibilities and functions within the Executive membership.
- As Leader of the Council, to be the key contact for outside organisations (including Central Government, Local Authority Associations and Council partners) and the Council's Strategic Alliance Management Team.
- To be the representative voice of the Council, for example, in its dealings with Central Government, other Local Authorities and their Associations and to positively promote the Council as a whole in the media.
- To act as the political spokesperson for the Council.
- To promote the long term financial, business and economic stability of the Council.
- To encourage the highest standards of probity and corporate governance for the well-being of the District.

- To communicate the Administration's policies and priorities to the ~~Strategic Alliance Management Team~~ Senior Leadership Team and to receive their advice.
- To exercise delegated powers in accordance with the Council's Constitution.

Skills required;

- Good communication and interpersonal skills.
- To have the ability to analyse and grasp complex issues.
- A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
- A clear understanding of the operation of the Council, including the economic and social situation within Bolsover.
- Business and financial acumen, including the ability to understand and manage the Council's budget.
- Leadership skills.
- Excellent political knowledge and awareness.
- The ability to chair meetings and facilitate open discussion.
- The ability to work effectively with Council officers, the public, the media and outside organisations.

Note: The above duties and responsibilities are in addition to the Member's role as a Councillor and as an Executive Member.

DEPUTY LEADER OF THE COUNCIL

Role Purpose;

- To assist and work with the Leader of the Council to provide effective political leadership and strategic direction for the Council.
- To assist the Leader of the Council with their other responsibilities such as ensuring effective Corporate Governance and Stewardship of the Council and to ensure the Council delivers high quality, value for money services.
- Where appropriate and where permissible under the Council's Constitution to act in the absence of the Leader of the Council.

Duties and Responsibilities;

- To assist and work with the Leader of the Council in delivering ~~his~~ their responsibilities to the Council within ~~his~~ their job profile.
- To deputise for the Leader of the Council in ~~his~~ their absence from Council meetings and, if a member of Executive, to deputise in the Leader's absence at Executive meetings.
- In the Leader of the Council's absence to carry out the requirements of ~~his~~ their job profile so far as legally possible and permissible.
- To carry out such other duties and undertake portfolio responsibility as delegated by the Leader of the Council.

Skills required;

- Good communication and interpersonal skills.
- To have the ability to analyse and grasp complex issues.
- A good understanding of how local, national and European government operates, including the statutory and financial frameworks.
- A clear understanding of the operation of the Council, including the economic and social situation within Bolsover District.
- Business and financial acumen, including the ability to understand and manage the Council's budget.
- Leadership skills.
- Excellent political knowledge and awareness.
- The ability to chair meetings and facilitate open discussion.

- The ability to work effectively with Council officers, the public, the media and outside organisations.

Note: The above duties and responsibilities are in addition to the Member's role as a Councillor and as an Executive Member with portfolio.

LEADER OF AN OPPOSITON GROUP

Role Purpose;

- To provide effective leadership and strategic direction for an opposition ~~party~~group.

Duties and Responsibilities;

- To provide the leadership of an opposition party including scrutiny of the majority group's administration of the Council.
- To act as spokesperson for the Opposition Group of which he/she is leader.
- To promote the long term financial, business and economic stability of the Council.
- To encourage the highest standards of probity and corporate governance.
- To represent the Council's best interests on all organisations to which he/she is nominated by the Council.
- To lead their Group in a positive, pro-active manner with a view to securing meaningful engagement for the Group in the political processes of the Council and that the Group and its individual members contribute fully to the good governance of the ~~district~~District.
- To work to secure effective cross-party dialogue and co-operative working with other political Groups so far as this is consistent with the agreed political objectives of the Group.
- To ensure that members of the Group are aware of the need to secure efficient and effective working relationships based on mutual co-operation and respect, with any officer with whom such member may need to deal, either individually or on Group business.
- To participate in the appointment and/or performance appraisal procedures for the posts of Heads of Service.

Skills required;

- Good communication and interpersonal skills.
- To have the ability to analyse and grasp complex issues.
- A good understanding of how local, national and European government operates, including the statutory and financial frameworks.

- A clear understanding of the operation of the Council, including the economic and social situation within Bolsover District.
- Business and financial acumen, including the ability to understand the Council's budget.
- Leadership skills.
- Excellent political knowledge and awareness.
- The ability to chair meetings and facilitate open discussion.
- The ability to work effectively with Council officers, the public, the media and outside organisations.

Note: The above duties and responsibilities are in addition to the Member's role as a Councillor.

CHAIRS OF SCRUTINY COMMITTEES

Role Purpose;

- To provide leadership of and direction to their particular Committee.
- To ensure that adequate resources (financial & officer support) are identified and sought from the Council.
- To chair Committee meetings, facilitate open discussion, and ensure the Committee achieves its terms of reference.

Duties and responsibilities;

- To ensure that Committee members lead on developing an effective work programme.
- To encourage Committee members to obtain necessary skills to carry out the scrutiny role and to work with officers to provide training if necessary.
- To endeavour to engage all members of the Committee within the scrutiny process.
- To lead the Committee in prioritising its work so as to ensure effective scrutiny.
- To co-ordinate work with other scrutiny Committees & the relevant Chairs and to share learning.
- To develop a constructive relationship with the Executive, especially with relevant portfolio holders.
- To develop a constructive relationship with the Senior Leadership Team ~~Directors and Heads of Service~~ in the areas that the Committee scrutinises.
- To find a suitable substitute and to brief them on the meeting due to be attended, on occasions when personal attendance is not possible and where substitutes are permissible.

Skills Required;

- Good communication and interpersonal skills.
- The ability to chair meetings and facilitate open discussion.
- Leadership skills.
- Project and time management skills.

Part 5 Codes and Protocols - Members' Roles and Responsibilities
Last Updated ~~April 2023~~ [May 2024](#)

- Ability to influence and work constructively with Members, officers, the public and outside organisations.
- Ability to work as part of a team.

Note: The above duties and responsibilities are in addition to the Member's role as a Councillor.

CHAIRS OF PLANNING/LICENSING COMMITTEES

Role Purpose;

- To chair and manage Committee meetings and ensure the Committee achieves its terms of reference.
- To provide leadership of and direction to the Committee.
- To demonstrate to the public, applicants, objectors etc., fair and open decision making by or on behalf of the Committee.
- To ensure that adequate resources (financial and officer support) are identified and sought from the Council.

Duties and responsibilities;

- To ensure Committee Members obtain the necessary skills and training to contribute to the work of the Committee and to work with officers to provide training if necessary.
- To endeavour to engage all Members of the Committee in its activities.
- To lead the Committee, in consultation with officers, in prioritising its work.
- To develop a constructive relationship with the relevant Director and their staff and where appropriate, with relevant portfolio holders.
- To be willing to learn about the professional disciplines and services relevant to the work of the Committee.
- To find a suitable substitute and to brief them on the meeting due to be attended, on occasions when personal attendance is not possible and where substitutes are permissible.
- To Chair the Committee in a fair and open manner in accordance with the procedures of the Committee, and to allow applicants and objectors to put their arguments to the Committee in accordance with procedures.
- To ensure the Committee fully considers the merits of any applications taking account of national and local policies and guidance and any other material considerations.
- To guide, with the assistance of officers, the Committee to reach decisions based on the information presented to it.
- Where necessary, to act as witness for the Council at any court hearing, tribunal or other appeal against a decision made by that Committee.

Skills Required;

- Good communication and interpersonal skills.
- The ability to chair meetings and facilitate open discussion.
- Leadership skills.
- Project and time management skills.
- Ability to influence and work constructively with Members, officers, the public, external advisors and outside organisations.

Note: The above duties and responsibilities are in addition to the Member's role as a Councillor.

CHAIR OF STANDARDS COMMITTEE

Role Purpose;

- To chair the Standards Committee in accordance with its terms of reference.

Duties and responsibilities;

- To work with the Council's Monitoring Officer in promoting and supporting standards of behaviour and ethics among all Councillors on Bolsover District Council and on parish and town councils in the area.
- To advise officers on the content of the agenda for Committee meetings.
- To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Committee.
- To ensure that all matters referred to it are dealt with promptly and in accordance with local and national guidance.
- To act as a spokesperson for the Standards Committee.
- To establish and maintain the necessary knowledge and understanding of the Council's structures and processes to facilitate this role.
- To ensure that Members and co-opted Members of the Council receive the continuous development and training they require on matters relating to the Council's Code of Conduct.

Skills Required;

- Good communication and interpersonal skills.
- Leadership skills.
- The ability to chair meetings and facilitate open discussion.
- Project and time management skills.

Assimilating and analysing complex and contradictory information.

- Ability to influence and work constructively with Members, officers, the public, external advisors and outside organisations.
- Ability to work as part of a team.

VICE CHAIRS OF ALL COMMITTEES

Role Purpose;

- To deputise for the Chair of the relevant Committee in his/her absence.
- To provide support to the Chair of the relevant Committee.

Duties and Responsibilities;

- To provide leadership of and direction to the Committee in the absence of the Chair.
- To undertake such tasks and responsibilities as are allocated to him/her by the Chair of the relevant Committee and in keeping with the Terms of Reference of the relevant Committee.
- To otherwise assist the Chair in his/her role and attend relevant meetings with Officers, Elected Members, organisations and members of the public (as necessary) so as to further the Terms of Reference of the relevant Committee.

Skills Required;

- Good communication and interpersonal skills.
- Leadership skills.
- The ability to chair meetings and facilitate open discussion.
- Project and time management skills.
- Ability to influence and work constructively with members, officers, the public, external advisors and outside organisations.
- Ability to work as part of a team.

Note: The above duties and responsibilities are in addition to the Member's role as a Councillor.

CHAIR OF THE COUNCIL

Role Purpose;

- To chair meetings of the Council.
 - To act as the civic representative of the Council.
 - To provide civic leadership to the Council and local communities;
- and**
- To fulfil all other requirements of the Constitution relative to the role of Chair~~man~~.

Duties and Responsibilities;

- To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Members who are not in the Executive or hold a position as Committee Chair~~s~~ are able to hold the Executive and Committee Chairs to account.
- To represent the Council to the local community for example the local business community, local partnerships, opening schools, presenting awards, and attending meetings and events of local societies and clubs.
- To represent the interests of the Council locally, regionally and nationally and undertaking such representative duties as may be required and acting as an advocate for the Council and local communities.
- To lead the work of the Council and encourage~~ing~~ Members to work together as a team for the benefit of the Council, its communities and stakeholders.
- To liaise with the Senior Leadership Team Directors and other officers on a regular basis, ~~through Strategic Alliance Management Team and otherwise~~ and the Governance & Civic Team Customer Service Department in its acceptance or otherwise of invitations, transport and other arrangements.
- To lead by example and achieve the highest standards of probity in public life and in all matters relating to the Council's Code of Conduct, other Protocols and Codes and Ethics rules generally.

Skills Required;

- Good communication and interpersonal skills.

Part 5 Codes and Protocols - Members' Roles and Responsibilities
Last Updated ~~April 2023~~ May 2024

- The ability to chair meetings and facilitate open discussion.
- Leadership skills.
- Project and time management skills.
- Ability to influence and work constructively with Members, officers, the public, external advisors and outside organisations.

VICE-CHAIR OF THE COUNCIL

Role Purpose;

- In the absence of the Chair of the Council, to chair meetings of the Council.
- In conjunction with the Chair of the Council, and in his/her absence, to act as the civic representative of the Council.
- In conjunction with the Chair of the Council, and in his/her absence, to provide civic leadership to the Council and local communities.;

and

- To fulfil all other requirements of the Constitution relative to the role of Chair.

Duties and Responsibilities;

All of the following is carried out in conjunction with the Chair of the Council, and where required in his/her absence:

- To ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Members who are not in the Executive or hold a position as Committee Chair, are able to hold the Executive and Committee Chairs to account.
- To represent the Council to the local community for example the local business community, local partnerships, opening schools, presenting awards, and attending meetings and events of local societies and clubs.
- To represent the interests of the Council locally, regionally and nationally and undertaking such representative duties as may be required and acting as an advocate for the Council and local communities.
- To lead the work of the Council and encourage Members to work together as a team for the benefit of the Council, its communities and stakeholders.
- To liaise with the Senior Leadership Team and other officers on a regular basis, and the Governance & Civic Team in its acceptance or otherwise of invitations, transport and other arrangements.
- To lead by example and achieve the highest standards of probity in public life and in all matters relating to the Council's Code of Conduct, other Protocols and Codes and Ethics rules generally.

Skills Required;

- Good communication and interpersonal skills.

- The ability to chair meetings and facilitate open discussion.
- Leadership skills.
- Project and time management skills.
- Ability to influence and work constructively with Members, officers, the public, external advisors and outside organisations.