

## THE SURREY COUNTY COUNCILLOR

County Councillors are elected every four years to represent the people of Surrey. Surrey has 80 divisions, each represented by one County Councillor who is democratically accountable to the electorate. County Councillors are politicians and most have a publicly declared political affiliation.

### Purpose

- To listen to people in Surrey and represent their views.
- To represent effectively the needs and interests of the division for which the councillor was elected.
- To promote County Council engagement with all citizens and groups, and ensure that there are opportunities for the views of under-represented groups to be heard.
- To be an active community leader and promote social, economic and environmental well-being and sustainability.
- To support access to County Council services:
  - Ensuring good communication between the Council and its customers
  - Trouble-shooting when things go wrong and ensuring that complaints are properly dealt with
  - Mediating fairly and constructively between people with conflicting needs.
- To contribute actively to decision-making on the Council's policies, plans and budgets, and to continuously review and improve Council services and performance.
- To promote continuous improvement in service delivery by monitoring, identifying shortfalls and encouraging appropriate action.
- To engage constructively with officers in delivering Council objectives.
- To build collaborative working relationships with local partners, including the Police.

### Specific Tasks

- To deal with enquiries and case work on behalf of constituents, representing their interests or enabling them to take action themselves as appropriate.
- To participate fully in the work of the full Council, local committee and any other committee to which appointed.
- To develop knowledge of relevant specialist work areas as well as a wider general understanding of other strategic and corporate issues.
- To liaise with Cabinet Members, other council Members, council officers and partner organisations to ensure that the needs of the local communities are identified, understood and supported, and agreed local actions are carried out.
- To identify individual learning and development needs and participate fully in training opportunities provided.
- To be actively involved with local organisations in order to keep up-to-date with local concerns.
- To act as the County Council's representative and advocate on any outside bodies and joint organisations to which appointed, ensuring effective two-way communication.

- To use local allocations to support local initiatives.
- To make recommendations for the appointment of local authority school governors, identifying candidates with the skills and experience to support the work of the school and a commitment to, and an interest in, education.
- To fulfil the responsibilities as 'corporate parent' of Looked After Children, accepting responsibility for children in the Council's care, making their needs a priority and seeking for them the same outcomes any good parent would want for their own children.

## **Personal Attributes**

- Committed to the role and public service
- Professional – acts in keeping with the responsibilities of the role and upholds the Council's Code of Conduct, Constitution and ethical standards
- Committed to and demonstrates the County Council's Values:
  - Forward-Thinking
  - Responsive and Reliable
  - Working with Others
  - Value for Money
- Open-minded
- Creative
- Committed to representing own local community
- Represents all constituents equally and without prejudice
- Thinks Surrey-wide, taking into account local needs
- Committed to equal opportunities and values diversity
- Works in partnership
- Recognises the political dimension
- Seeks continuous personal development
- Patient
- Respects and maintains confidentiality
- Is an advocate of the County Council
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding
- Encourages trust
- Manages workload effectively
- Makes clear decisions

## **Skills/Knowledge**

- Good communication skills:
  - Concise
  - Confident public speaking
  - Effective listening
- Confident use of ICT, and a willingness to further develop skills and knowledge
- Knowledge of own local area and issues, as well as corporate and service-specific plans and budgets
- Ability to present relevant and well reasoned arguments
- Ability to work effectively with Council officers, the public, the media and outside organisations
- Ability to work as part of a team

# LEADER OF THE COUNCIL

(Hold office for four years from the first annual Council meeting following the election)

## Purpose

- To provide effective political leadership and strategic direction for the Council.
- To ensure effective corporate governance.
- To form a vision for the Council and community.
- To provide strong, clear leadership in the co-ordination of policies, strategies and service delivery.

## Specific Tasks

- To lead the Cabinet and be responsible for the Council's corporate and resource planning.
- To appoint a Deputy Leader and up to eight other Cabinet Members and designate appropriate portfolios to ensure that the Cabinet achieves its terms of reference.
- To retain or delegate executive functions to Cabinet, Cabinet Members, committees, individual local Members and officers.
- To ensure the effective running of the Cabinet by managing the forward work programme and chairing meetings of the Cabinet in line with the Constitution.
- As Leader of the Council, to be the key contact for outside organisations (including Central Government, other Local Authorities, Associations and Council partners) and the Corporate Leadership Team.
- To ensure effective Corporate Governance including working with opposition groups to seek to achieve, where possible, cross party cooperation.
- 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 county.
- To liaise with the Chief Executive, and other appropriate officers, on a regular basis.

## **Personal Attributes**

- Committed to the role and public service
- Professional – acts in keeping with the responsibilities of the role and upholds the Council's Code of Conduct, Constitution and ethical standards
- Committed to and demonstrates the County Council's Values:
  - Forward-Thinking
  - Responsive and Reliable
  - Working with Others
  - Value for Money
- Committed to equal opportunities and values diversity
- Thinks Surrey-wide, taking into account local needs
- Works in partnership
- Seeks continuous personal development
- Is an advocate of the County Council
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding
- Makes clear decisions

## **Skills/Knowledge**

- Good communication and interpersonal skills
- 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 Surrey
- Business and financial acumen, including the ability to understand and manage the Council's budget
- Effective 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 responsibilities are in addition to the Member's role as a County Councillor and Cabinet Member (see separate job profiles)

# DEPUTY LEADER OF THE COUNCIL

## Purpose

- To fulfil the duties of the Leader in his or her absence.
- To assist the Leader in specific duties as required.

**Specific Tasks** – see Leader’s profile

## Personal Attributes

- Committed to the role and public service
- Professional – acts in keeping with the responsibilities of the role and upholds the Council’s Code of Conduct, Constitution and ethical standards
- Committed to and demonstrates the County Council’s Values:
  - Forward-Thinking
  - Responsive and Reliable
  - Working with Others
  - Value for Money
- Committed to equal opportunities and values diversity
- Thinks Surrey-wide, taking into account local needs
- Works in partnership
- Seeks continuous personal development
- Is an advocate of the County Council
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding
- Makes clear decisions

## Skills/Knowledge

- Good communication and interpersonal skills
- 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 Surrey

- Business and financial acumen, including the ability to understand and manage the Council's budget
- Effective 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 responsibilities are in addition to the Member's role as a County Councillor and Cabinet Member (see separate job profiles)

# CABINET MEMBER

## Purpose

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

## Specific Tasks

- Participate effectively as a Member of the Cabinet – take joint responsibility for all actions and be accountable collectively. Challenge issues prior to making decisions if felt appropriate to do so.
- To exercise delegated powers in accordance with the Council's Constitution.
- 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 Cabinet and the Council's corporate policy objectives. Champion the portfolio concerned within that strategic context.
- Work closely with Strategic Directors to ensure that the Directorates' strategies reflect the political priorities set by the Council.
- 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.
  - Attend meetings with officers as appropriate without compromising the distinct role of both Members and officers.
  - 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.
- Aim for Surrey to be at the forefront of service development and provision where possible; take an active interest in related performance indicators and rankings, including visiting exemplars of good practice.
- Attend Select Committees at their request in connection with any issues associated with the Cabinet Member portfolio that are being scrutinised.
- Be aware of issues of importance to the community and other stakeholders concerning portfolio services (for example, through issues raised at Local Committees), and work towards implementing the Community Strategy.
- Be responsible for ensuring the effective management of the budgets within the Cabinet Member's portfolio.



- Monitor the performance of services within the Cabinet Member's portfolio and hold the Strategic Director to account to meet objectives.
- Represent the Council on external bodies, as appointed, and feedback to the Cabinet any issues of relevance/importance.
- Facilitate a corporate leadership role where appropriate to do so, and foster links through partnerships such as Surrey Strategic Partnership.
- Along with colleague Cabinet Members and the Corporate Leadership Team, be available as appropriate for other Members to discuss any queries or matters of concern.
- To positively promote the portfolio and, where appropriate, to act as the spokesperson with the media for that portfolio area only.

### **Personal Attributes**

- Committed to the role and public service
- Professional – acts in keeping with the responsibilities of the role and upholds the Council's Code of Conduct, Constitution and ethical standards
- Committed to and demonstrates the County Council's Values:
  - Forward-Thinking
  - Responsive and Reliable
  - Working with Others
  - Value for Money
- Thinks Surrey-wide, taking into account local needs
- Committed to equal opportunities and values diversity
- Works in partnership
- Seeks continuous personal development
- Is an advocate of the County Council
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding
- Makes clear decisions

### **Skills/Knowledge**

- 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 Surrey
- The ability to understand the Council's budget especially in respect of the relevant portfolio
- Leadership skills

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- Political knowledge and awareness
- Ability to build and work as part of an effective team
- Ability to influence and work effectively with Council officers, the public, the media and outside organisations

NOTE: The above responsibilities are in addition to the Member's role as a County Councillor (see separate job profile.)

# CHAIRMAN OF A SELECT COMMITTEE

## Purpose

- To provide leadership and direction to the work of the Select Committee in contributing to the continuous improvement of the Council's services through the full range of its work.
- To chair committee meetings and ensure the committee achieves its terms of reference.
- To work as part of a team with other Committee Chairmen in establishing Select Committees as an integrated group of committees, by sharing experience, exchanging ideas and best practice and co-ordinating work programmes.

## Specific Tasks

- To ensure the effective running of the Select Committee, chairing meetings in line with the constitution and adopting an investigative, evidence-based approach with witnesses, visits and written evidence in preference to formal reports and traditional committee practice.
- To encourage the committee to adopt an outward-looking focus by actively engaging service users, other stakeholder groups and the public in its work.
- To encourage committee members to obtain the 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, allowing robust debate and constructive criticism leading to clear and measurable outcomes.
- To lead the committee in prioritising its work so as to ensure effective scrutiny, and to lead the committee in conducting a six monthly review of performance.
- To develop a constructive relationship with the Cabinet, especially with relevant portfolio holders.
- To develop a constructive relationship with the Strategic Directors/Heads of Service in the areas that the committee scrutinises.
- To co-ordinate the committee's work with Chairmen of other Select Committees, especially in developing flexible arrangements for handling cross-cutting issues, and in ensuring that it delivers positive outcomes which make clear recommendations for service improvement.
- To introduce committee reports to the Cabinet and Council and elsewhere, and to represent the agreed views of the committee.
- To speak on behalf of the committee in promoting effective communications with the media and the public in its work.

**Vice-Chairman role:**

- To fulfil the duties of the Chairman in his or her absence.
- To assist the Chairman in specific duties as required.

## **Personal Attributes**

- Committed to the role and public service
- Professional – acts in keeping with the responsibilities of the role and upholds the Council's Code of Conduct, Constitution and ethical standards
- Committed to and demonstrates the County Council's Values:
  - Forward-Thinking
  - Responsive and Reliable
  - Working with Others
  - Value for Money
- Thinks Surrey-wide, taking into account local needs
- Committed to equal opportunities and values diversity
- Works in partnership
- Seeks continuous personal development
- Is an advocate of the County Council
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding
- Makes clear decisions

## **Skills/Knowledge**

- Good communication and interpersonal skills
- Ability to analyse and grasp complex issues
- Leadership and chairing skills
- Project and time management skills
- Ability to influence and work constructively with Members, officers, the public and outside organisations
- Ability to build and work as part of an effective team

Note: The above duties and responsibilities are in addition to the Member's role as a Councillor (see separate job profile).

# CHAIRMAN OF PLANNING & REGULATORY COMMITTEE

## Purpose

- To provide leadership and direction to the work of the committee, and to ensure compliance with the Surrey Code of Best Practice in Planning Procedures.
- To chair committee meetings and ensure the committee achieves its terms of reference.
- To demonstrate to the public, applicants and objectors, fair and open decision-making by or on behalf of the committee.

## Specific Tasks

- To ensure that Members appointed to the committee fully understand the committee's work and receive training in planning procedures as specified by the Council.
- To lead the committee, in consultation with officers, in prioritising its work and setting meeting agendas.
- To ensure that the committee takes clear and unambiguous decisions based on sound planning considerations.
- To facilitate public participation in meetings by the public and their representatives in accordance with Standing Orders.
- To introduce committee reports to the Cabinet and Council and elsewhere, and to represent the agreed views of the committee.
- To speak on behalf of the committee in promoting effective communications with the public on its decisions.
- To represent the committee at public inquiries held into appeals against decisions made by the committee.

## Vice-Chairman role:

- To fulfil the duties of the Chairman in his or her absence.
- To assist the Chairman in specific duties as required.

## **Personal Attributes**

- Committed to the role and public service
- Professional – acts in keeping with the responsibilities of the role and upholds the Council's Code of Conduct, Constitution and ethical standards
- Committed to and demonstrates the County Council's Values:
  - Forward-Thinking
  - Responsive and Reliable
  - Working with Others
  - Value for Money
- Thinks Surrey-wide, taking into account local needs
- Committed to equal opportunities and values diversity
- Works in partnership
- Seeks continuous personal development
- Is an advocate of the County Council
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding
- Makes clear decisions

## **Skills/Knowledge**

- Good communication and interpersonal skills
- Ability to analyse and grasp complex issues
- Leadership and chairing skills
- Project and time management skills
- An understanding of planning legislation and procedures
- Ability to influence and work constructively with Members, officers, the public and outside organisations
- Ability to build and work as part of an effective team

Note: The above duties and responsibilities are in addition to the Member's role as a Councillor (see separate job profile).

# **CHAIRMAN OF AUDIT & GOVERNANCE COMMITTEE**

(This role will be filled by a Member from one of the minority groups)

## **Purpose**

- To provide leadership and direction to the work of the committee, contributing to the continuous improvement of the Council's services through the full range of its work.
- To chair committee meetings and ensure the committee achieves its terms of reference.

## **Specific Tasks**

- To work with the Audit and Inspection Manager and the Risk and Governance Manager to ensure the committee meets the standards of best practice set out in the Cipfa Guidance for Audit Committees.
- To set and drive a diverse agenda and fully engage members of the committee in all aspects of its work including developing a work programme which achieves a proper focus for its work across the whole of the committee's terms of reference.
- To ensure the effective running of the committee, chairing meetings in line with the constitution and adopting an investigative and evidence-based approach, including through the use of task groups as may be considered necessary.
- To endeavour to engage all members of the committee, allowing robust debate and constructive criticism leading to clear and measurable outcomes.
- To develop a constructive and positive working relationship with the Cabinet, the Leader of the Council and other Cabinet Members over the management of the committee's business.
- To introduce committee reports to the Cabinet and Council and elsewhere, and to own and represent the agreed views of the committee.
- To speak on behalf of the committee in promoting effective communications with the media and the public in its work.
- To work with the Audit and Inspection Manager and the Risk and Governance Manager to ensure that adequate and appropriate training is available to members of the committee.
- To receive whistle-blowing allegations as necessary.

## **Vice-Chairman role:**

- To fulfil the duties of the Chairman in his or her absence.
- To assist the Chairman in specific duties as required.



## **Personal Attributes**

- Committed to the role and public service
- Professional – acts in keeping with the responsibilities of the role and upholds the Council's Code of Conduct, Constitution and ethical standards
- To be committed to and demonstrates the County Council's Values:
  - Forward-Thinking
  - Responsive and Reliable
  - Working with Others
  - Value for Money
- Committed to equal opportunities and values diversity
- Works in partnership
- Seeks continuous personal development
- Is an advocate of the County Council
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding
- Makes clear decisions

## **Skills/Knowledge**

- Good communication and interpersonal skills
- Ability to analyse and grasp complex issues
- Leadership and chairing skills
- Project and time management skills
- Ability to influence and work constructively with members, officers, the public and outside organisations
- Ability to build and work as part of an effective team

Note: The above duties and responsibilities are in addition to the Member's role as a Councillor (see separate job profile).

# CHAIRMAN OF STANDARDS COMMITTEE

(This role must be filled by an independent representative)

## Purpose

- To provide leadership and direction to the work of the Standards Committee in promoting and maintaining high standards of conduct by Members and officers;
- To chair committee meetings and ensure the committee achieves its terms of reference.

## Specific Tasks

- To ensure that members of the committee fully understand the Committee's work, and receive training in the operation of the Code of Conduct, Members' interests and investigation of complaints.
- To lead the committee, in consultation with officers, in prioritising its work and setting meeting agendas.
- To submit reports to the Council on the extent of compliance with the Member and officer Codes of Conduct.
- To submit committee reports to the Council and elsewhere as appropriate and to represent the agreed views of the Committee.
- To work closely with the monitoring officer on the referral of complaints to the Standards Board.
- To chair alternately with other independent representatives, meetings of the Sub-Committees considering allegations of misconduct, to receive reports and representations concerning alleged Member misconduct and to make decisions in accordance with government regulations.
- To speak on behalf of the Committee in promoting effective communications with the public on its decisions.
- To receive whistle-blowing allegations as necessary.

## Vice-Chairman role:

- To fulfil the duties of the Chairman in his or her absence\*
- To assist the Chairman in specific duties as required.

\* It is best practice that this vice-chairman role be filled by an independent representative. However, if filled by a county councilor, they cannot carry out the duties reserved to an independent representative.

## **Personal Attributes**

- Committed to the role and public service
- Professional – acts in keeping with the responsibilities of the role and upholds the Council’s Code of Conduct, Constitution and ethical standards
- Understands the County Council’s Values:
  - Forward-Thinking
  - Responsive and Reliable
  - Working with Others
  - Value for Money
- Committed to equal opportunities and values diversity
- Works in partnership
- Seeks continuous personal development
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding
- Makes clear decisions

## **Skills/Knowledge**

- Good communication and interpersonal skills
- Leadership and chairing skills
- An understanding of the Council’s Code of Conduct and how to deal with complaints about conduct
- Ability to influence and work constructively with Members, officers, the public and outside organisations
- Ability to build and work as part of an effective team

# CHAIRMAN OF A LOCAL COMMITTEE

## Purpose

- To provide leadership and direction to the work of the Local Committee in contributing to the continuous improvement of the Council's services through the full range of its work.
- To chair committee meetings and ensure the committee achieves its terms of reference.
- To encourage Local Committee members in their community leadership roles.

## Specific Tasks

- To provide leadership and direction to the work of the Local Committee, to build the committee as a team and in conducting its committee business, to set the agenda for the Committee, and to conduct its meetings in an open, approachable and efficient manner.
- To ensure the effective running of the Local Committee, chairing meetings in line with the Constitution, and, where applicable, the Committee's locally agreed protocol.
- To actively engage partners, stakeholder groups, including businesses, and local people in the work of the committee and in issues of concern in the district/borough area, and to involve them in the development of solutions.
- To develop a constructive working relationship with the Cabinet and Cabinet Members over the management of the committee's business.
- To introduce committee reports to the Cabinet, County Council and elsewhere, and to represent the agreed views of the committee.
- To speak on behalf of the committee in promoting effective communications with the media and public on its decisions, and, through the Local Committee, in promoting the work of county council services locally, and its partnership with other agencies, organisations and community groups.
- To liaise with and advise the Area Director and Local Partnerships Team on the committee's behalf.
- To be consulted by the Area Director in respect of the approval of grants from Members' revenue allocations and in accordance with any conditions or criteria imposed by the Council or the relevant Local Committee.

## Vice-Chairman role:

- To fulfil the duties of the Chairman in his or her absence.
- To assist the Chairman in specific duties as required.

## **Personal Attributes**

- Committed to the role and public service
- Professional – acts in keeping with the responsibilities of the role and upholds the Council's Code of Conduct, Constitution and ethical standards
- Committed to and demonstrates the County Council's Values:
  - Forward-Thinking
  - Responsive and Reliable
  - Working with Others
  - Value for Money
- Committed to equal opportunities and values diversity
- Thinks Surrey-wide, taking into account local needs
- Works in partnership
- Seeks continuous personal development
- Is an advocate of the County Council
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding
- Makes clear decisions

## **Skills/Knowledge**

- Good communication and interpersonal skills
- Leadership and chairing skills
- Project and time management skills
- Ability to influence and work constructively with Members, officers, the public and outside organisations
- Ability to build work as part of an effective team

Note: The above duties and responsibilities are in addition to the Member's role as a Councillor (see separate job profile).

# CHAIRMAN OF THE COUNTY COUNCIL

## Purpose

- To provide effective civic, ceremonial and community leadership to the Council.
- To chair County Council meetings and ensure its business is carried out efficiently and in line with the Constitution.

## Specific Tasks

- To be politically impartial and uphold the democratic values of the Council.
- To represent the Council at civic and ceremonial functions, acting on behalf of the whole Council in a non-partisan manner.
- To act as the principal spokesman for the Council on civic and ceremonial occasions.
- To act as an ambassador for the County Council and Surrey itself.
- To uphold and promote the purposes of the Constitution and interpret the Constitution when necessary, working with officers to keep the Constitution under review to ensure it is relevant to the Council's needs.
- To preside over meetings of the Council, acting impartially and ensuring that business is carried out efficiently and effectively whilst protecting the rights of individual County Councillors and the interests of the Surrey public.
- To promote public involvement in the Council's affairs and ensure that at Council meetings, matters of concerns to local communities can be debated by their County Councillors.
- To promote and support good governance of the Council and its affairs.
- To provide community leadership and liaison and promote active citizenship, fostering community identity and pride and promoting public involvement in the Council's activities.
- To receive whistle-blowing allegations as necessary.

## Vice-Chairman role:

- To fulfil the duties of the Chairman in his or her absence.
- To assist the Chairman in specific duties as required.

## **Personal Attributes**

- Committed to the role and public service
- Professional – acts in keeping with the responsibilities of the role and upholds the Council's Code of Conduct, Constitution and ethical standards
- Committed to and demonstrates the County Council's Values:
  - Forward-Thinking
  - Responsive and Reliable
  - Working with Others
  - Value for Money
- Committed to equal opportunities and values diversity
- Works in partnership
- Seeks continuous personal development
- Is an advocate of the County Council
- Supports transparency in decision-making processes
- Approachable, empathetic and understanding

## **Skills/Knowledge**

- Good communication and interpersonal skills
- 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 an understanding of the Constitution, in particular Standing Orders
- 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 responsibilities are in addition to the Member's role as a County Councillor (see separate job profile)